

Public Document Pack



RUSHMOOR BOROUGH COUNCIL

CABINET

*at the Council Offices, Farnborough on
Tuesday, 16th November, 2021 at 7.00 pm*

To:

Cllr D.E. Clifford, Leader of the Council
Cllr K.H. Muschamp, Deputy Leader and Customer Experience and Improvement
Portfolio Holder

Cllr Marina Munro, Planning and Economy Portfolio Holder
Cllr A.R. Newell, Democracy, Strategy and Partnerships Portfolio Holder
Cllr M.L. Sheehan, Operational Services Portfolio Holder
Cllr P.G. Taylor, Corporate Services Portfolio Holder
Cllr M.J. Tennant, Major Projects and Property Portfolio Holder

Enquiries regarding this agenda should be referred to Chris Todd, Democracy and
Community, on 01252 398825 or e-mail: chris.todd@rushmoor.gov.uk

A G E N D A

1. DECLARATIONS OF INTEREST –

Under the Council's Code of Conduct for Councillors, all Members are required to disclose relevant Interests in any matter to be considered at the meeting. Where the matter directly relates to a Member's Disclosable Pecuniary Interests or Other Registrable Interest, that Member must not participate in any discussion or vote on the matter and must not remain in the room unless they have been granted a dispensation (see note below). If the matter directly relates to 'Non-Registrable Interests', the Member's participation in the meeting will depend on the nature of the matter and whether it directly relates or affects their financial interest or well-being or that of a relative, friend or close associate, applying the tests set out in the Code.

NOTE:

On 27th May, 2021, the Council's Corporate Governance, Audit and Standards Committee granted dispensations to Members appointed by the Council to the Board of the Rushmoor Development Partnership and as Directors of Rushmoor Homes Limited.

2. **MINUTES** – (Pages 1 - 4)

To confirm the Minutes of the meeting held on 19th October, 2021 (copy attached).

3. **COUNCIL BUSINESS PLAN AND RISK REGISTER QUARTERLY UPDATE JULY - SEPTEMBER 2021/22** – (Pages 5 - 44)

(Cllr Adrian Newell, Democracy, Strategy and Partnerships Portfolio Holder)

To consider Report No. ACE2106 (copy attached), which sets out performance monitoring information in relation to the Council Business Plan and Risk Register for the second quarter of 2021/22.

4. **SOUTHWOOD COUNTRY PARK - BUSINESS CASE FOR REPURPOSING EXISTING BUILDINGS** – (Pages 45 - 88)

(Cllr Martin Tennant, Major Projects and Property Portfolio Holder)

To consider Report No. PETS2120 (copy attached), which seeks approval of the capital funding for the detailed design and development of the Southwood Country Park Visitor Centre and Cafe.

5. **REVIEW OF LOCAL LAND CHARGES FEES** – (Pages 89 - 96)

(Cllr Paul Taylor, Corporate Services Portfolio Holder)

To consider Report No. LEG2104 (copy attached), which sets out details of a review in relation to the level of fees and charges for the Local Land Charges service.

CABINET

Meeting held on Tuesday, 19th October, 2021 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

Cllr D.E. Clifford, Leader of the Council
Cllr K.H. Muschamp, Deputy Leader and Customer Experience and Improvement Portfolio Holder

Cllr Marina Munro, Planning and Economy Portfolio Holder
Cllr A.R. Newell, Democracy, Strategy and Partnerships Portfolio Holder
Cllr M.L. Sheehan, Operational Services Portfolio Holder
Cllr P.G. Taylor, Corporate Services Portfolio Holder
Cllr M.J. Tennant, Major Projects and Property Portfolio Holder

The Cabinet considered the following matters at the above-mentioned meeting. All executive decisions of the Cabinet shall become effective, subject to the call-in procedure, from **1st November, 2021**.

36. **DECLARATIONS OF INTEREST –**

Having regard to the Council's Code of Conduct for Councillors, no declarations of interest were made.

37. **MINUTES –**

The Minutes of the meeting of the Cabinet held on 19th October, 2021 were confirmed and signed by the Chairman.

38. **BUDGET STRATEGY 2022-23 –**

(Cllr Paul Taylor, Corporate Services Portfolio Holder)

The Cabinet considered Report No. FIN2122, which set out the budgetary framework to support the preparation of the Council's 2022/23 budget.

The Cabinet was informed that Covid-19 had continued to have a significant impact on the Council's financial position in 2021/22 and that the Council, along with many other local authorities, faced significant financial challenges over the medium term. The Report set out the Council's current financial position and explained how Members would be kept informed of the strategy for addressing the projected core budget deficit highlighted in the Medium Term Financial Strategy, which had been published in February, 2021. The Report, at Section 3 in Appendix A, outlined the approach that would be taken when setting the detailed revenue and capital budgets for 2022/23.

It was reported that Surrey County Council, with contributions from a number of local authority partners, was bidding to purchase Tice's Meadow, Badshot Lea, from Hanson Aggregates. It was recommended that the Council should make a

contribution of up to £50,000. Members heard that the site was heavily used by Rushmoor residents, despite not being located in the Borough.

The Cabinet

(i) **RESOLVED**

- (a) that the Budget Strategy for 2022/23, as outlined in Section 3 of Appendix A of Report No. FIN2122, be approved;
- (b) the forecast for capital receipts and the pooling of capital receipts to support the capital programme, as outlined in Section 5 of Appendix A of the Report, be noted; and

(ii) **RECOMMENDED TO THE COUNCIL** that a contribution of up to £50,000 towards the purchase of Tice's Meadow by Surrey County Council, as set out in Section 5 of Appendix A of the Report, be approved.

39. **FARNBOROUGH LEISURE CENTRE - DEMOLITION UPDATE AND BUDGET –**
(Cllr Martin Tennant, Major Projects and Property Portfolio Holder)

The Cabinet considered Report No. REG2101, which set out a request for additional funding from the approved capital programme to enable the completion of the demolition and clearance of the Farnborough Leisure Centre site.

The Cabinet was reminded that it had agreed the funding for the demolition in June, 2021 and had appointed Willmott Dixon Construction Limited as contractors. Since that time, intrusive demolition and asbestos surveys had been carried out and significant additional asbestos had been found. Members were informed that this, along with additional works that were required to reroute utility cables on the site, had led to the increase in the costs of the demolition. The Council's Technical Advisor and Cost Consultants, Artelia UK, had interrogated the revised figures supplied by Willmott Dixon and had recommended acceptance of the final revised contract sum.

The Cabinet expressed strong support for the progression of the project to provide residents with a new, modern leisure centre on the site.

The Cabinet RESOLVED that

- (i) the update in relation to the revised contract sum and programme for demolition, as set out in Report No. REG2101, be noted; and
- (ii) the release of a further £204,000 funding from the approved Capital Programme, to increase the demolition project budget to £1,339,000 as a result of the removal of the additional asbestos and other additional costs, as set out in the Report, be approved.

40. **EXCLUSION OF THE PUBLIC –**

RESOLVED: That, taking into account the public interest test, the public be excluded from the meeting during the discussion of the under mentioned item to avoid the disclosure of exempt information within the paragraph of Schedule 12A to the Local Government Act, 1972 indicated against the item:

Minute No.	Schedule 12A Para. No.	Category
41	3	Information relating to financial or business affairs

**THE FOLLOWING ITEM WAS CONSIDERED
IN THE ABSENCE OF THE PUBLIC**

41. **PROPERTY ASSET DISPOSAL –**

(Cllr Martin Tennant, Major Projects and Property Portfolio Holder)

The Cabinet considered Exempt Report No. PETS2119, which sought approval to dispose of the freehold interest in a property owned by the Council.

Members were informed that the disposal of the property should be seen in the context of the Commercial Investment Property Strategy. The property had not performed as expected and it was considered that the asset was management intensive and that the income received was risky in comparison to other assets. The Council had received an offer for the purchase of the property and, in answer to a question, it was confirmed that the proposed sale price was higher than the purchase price that had been paid by the Council.

The Cabinet RESOLVED that the sale of the property, on the terms set out in Exempt Report No. PETS2119, be approved.

The Meeting closed at 7.27 pm.

CLLR D.E. CLIFFORD, LEADER OF THE COUNCIL

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CABINET
16 NOVEMBER 2021

COUNCILLOR ADRIAN NEWELL
DEMOCRACY, STRATEGY AND PARTNERSHIPS
PORTFOLIO HOLDER
REPORT NO. ACE2106

KEY DECISION? NO

COUNCIL BUSINESS PLAN & RISK REGISTER
QUARTERLY UPDATE JULY – SEPTEMBER 2021/22

SUMMARY AND RECOMMENDATIONS:

This paper sets out the performance monitoring information of the Council Business Plan for the second quarter of 2021/22. There are 18 key projects within the Council Business Plan which aim to deliver the Council's nine priorities which sit under the themes of People and Place. In addition to the key projects this report includes the Council Business Performance monitoring information, which includes the key indicators and service measures used by the Council to monitor how the Council runs.

Factors that could impact upon the future delivery of the Council Business Plan and Council Business Performance have been identified in the Council's Risk Register.

The Cabinet is asked to note the progress made towards delivering the Council Business Plan as at the end of the second quarter of 2021/22 and the risks identified within the Corporate Risk Register in October 2021.

1. Introduction

- 1.1 In June 2021 the Council agreed the updated three-year Council Business Plan with nine priorities under the two themes of People and Place, which will help realise the vision for the borough (Your future, your place - a vision for Aldershot and Farnborough 2030). This paper sets out performance monitoring information for the Council Business Plan for the period of July to September 2021.

2. Detail

- 2.1 The Council Business Plan is a three-year plan, which will deliver the Cabinet's nine priorities which are set out under the two themes of People and Place:

People –empowering and connecting communities and enabling people to live healthy and sustainable lives and fulfil their aspirations.

Priorities:

- We will help improve the health and wellbeing of residents

- We will encourage volunteering and help people become more connected with their communities
- We will help residents and businesses become more sustainable - including reducing waste, recycling more and making sustainable transport choices like cycling
- We will provide high quality services that meet the needs of all our residents and businesses and in ways that do not exclude anyone

Place – ensuring that our towns are family friendly, safe, vibrant, and sustainable places now and in the future.

Priorities:

- We will continue to drive forward the regeneration of Aldershot and Farnborough town centres
- We will maintain and develop excellent leisure and community facilities
- We will work to grow the local economy in a green and sustainable way
- We will make sure that all council-led projects are designed and delivered in a green and sustainable way
- We will make sure that there are enough homes and types of housing provided in Aldershot and Farnborough

3. Delivery of the Council Business Plan

- 3.1 The Council Business Plan brings together the key projects across the Council including those that sit under the Property, Major Works & Regeneration Programmes and the ICE Transformation Programme.
- 3.2 Annex A sets out the detailed progress this quarter against the key projects in the Council Business Plan at the end of quarter 2 (30 September 2021). At this time 56% of live projects are on track and the remainder have an amber status. The amber status highlights where there are delays against expected timescales but there is still confidence about the overall deliverability of the project. No projects have a red status at the end of Q2.
- 3.3 With the main construction works due to commence in November 2021 at Union Yard, further consideration will be given during Q3 on how best Members can be updated on the latest position on the project as part of the quarterly performance monitoring.

4. Council Business Performance

- 4.1 Annex B sets out the Council's Business Performance at the end of Q2. The Council Business Performance monitoring information is the key indicators and service measures used by the Council to monitor how the Council runs.

5. Council's Risk Register

- 5.1 The Q1 performance and risk report (ACE2105) provided an introduction to the Council's Corporate Risk Management Policy and the Corporate Risk Register. Given the close link between risk management and performance and in accordance with the Council's Risk Management Policy, the Corporate Risk Register will be made available to Cabinet on a quarterly basis.
- 5.2 The key strategic risks continue to be related to the areas that the Council cannot directly influence, including the ongoing impact of Covid-19. Since Q1, the risk relating to the 'changing external policy context' has been reviewed and updated to increase the impact rating. This decision reflects a number of factors including the expected publication of the Levelling Up White Paper and the fact that County Deal conversations have commenced with Hampshire County Council and partners. In addition, the change in risk rating reflects chain and inflationary pressures that are currently being experienced which may well result in further changes in terms of policy context which could have implications for the Council.
- 5.3 The Council's key standing corporate risks are more operational in nature and relate to the work of the Council. The Council's financial sustainability continues to be a high impact risk with an associated high-risk score and there is activity underway to address and mitigate this risk, notably through the Cost Reduction and Efficiencies Programme. The threat of cyber-crime and data loss is also identified as a high impact risk in the Corporate Risk Register and a range of mitigation activity is underway to reduce the Council's risk. The challenge associated with cyber security for local government is recognised by central government with the Autumn Budget and Spending Review confirming that Councils will receive £37.8m to address this issue. Detail on how this funding will be allocated is yet to be published.
- 5.4 There are a small number of additions to the escalated service section of the risk register at the end of Q2. The Regeneration, Property and Major Works programme have identified a risk relating to asbestos removal costs following issues experienced on projects. By way of mitigation, it is proposed that a review takes place to recommend any changes that could be made to reduce the likelihood of this re-occurring in the future. In addition, risks relating to both build costs and fuel costs have been escalated by services and these will be monitored closely in the coming months, particularly as the budget setting process continues. The current risk entry on fuel costs is due to be assigned a small working group and Corporate Lead, to expand the scope to include other critical areas where the cost of fuel consumption could have a significant impact, such as the fuel costs associated with the operation of the Crematorium. The Council's response to the Climate Emergency/Net Zero agenda will also be considered as part of this work.

6. Conclusion

- 6.1 Cabinet asked to note the progress made towards delivering the Council Business Plan during July to September 2021 and the risks identified within the Corporate Risk Register in October 2021.

**COUNCILLOR ADRIAN NEWELL
DEMOCRACY, STRATEGY AND PARTNERSHIP PORTFOLIO HOLDER**

BACKGROUND DOCUMENTS:

Council Business Plan April 2021 to March 2024
Annex A – Q2 Council Business Plan Monitoring
Annex B – Q2 Council Business Performance
Annex C – Corporate Risk Register (October 2021)

CONTACT DETAILS:

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Council Business Plan Quarterly Monitoring – Q2 2021/21

People –empowering and connecting communities and enabling people to live healthy and sustainable lives and fulfil their aspirations.





Priorities:






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




Place – ensuring that our towns are family friendly, safe, vibrant, and sustainable places now and in the future.



Priorities:

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We will maintain and develop excellent leisure and community facilities
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- We will make sure that all council-led projects are designed and delivered in a green and sustainable way
- We will make sure that there are enough homes and types of housing provided in Aldershot and Farnborough

People projects	BRAG	DoT	Comment
People 1 - The introduction of a food waste recycling service and helping residents reduce the amount of waste that they produce	Green	 No change	Dedicated Temporary Food Waste Recycling Officers have been successfully appointed. Successfully hosted a Members Food Waste Seminar on the 14 th September. Service launched 22 October 2021.
People 2 - Enabling Food Partnerships and Food Hubs across Rushmoor in support of our communities	Amber	 Decline	The Community Store is expected to open in Autumn 2021. One satellite site (Park Community Larder) opened in Summer 2021 and a number of additional sites are in development. Upon advice from The Charities Commission, the CIO application has been withdrawn and now a Charitable Interest Company (CIC) application is in progress and registration is expected in Autumn 2021
People 3 - New projects to support communities to recover from the pandemic. We will use a dedicated recovery fund established to support our most vulnerable residents	Green	 No change	Engagement events held with Cameroon/Fijian communities and planned for African/Caribbean communities.
People 4 - Further develop our work to help people into work through training and upskilling with a particular focus on young people	Amber	 Decline	Youth hub has not progressed and official complaint letter has been sent. Process has taken too long and targets recently changed to be unreasonable and not achievable. It has been agreed to look to establish a scaled back version that is not funded by DWP.

			Virtual Job Club has seen a reduction in numbers. To ensure sustainability and value for money this has been merged with Guildford and Hart clubs. Physical job clubs have seen a return to face to face activity and continue to deliver. New job club provisions also started delivery providing support across the week. Apprenticeship hub continues to engage employers locally.
People 5 - Engaging widely across all of our communities, building capacity, connecting people and promoting equality, diversity and inclusion in all that we do.	Green	 No change	Work to implement the first phase of actions from the Equality and Diversity Action Plan continues to make good progress. The Residents' survey closed for responses in August 2021 and received over 1500 responses and is currently being analysed and reviewed with the final report expected in early Q3. This information will be used to inform business and service planning for 2022/23. The Council celebrated Black History Month in October 2021 with a variety of internal and external activity.
People 6 - Working with Hampshire County Council to develop a walking and cycling implementation plan to encourage sustainable travel and to support town centre regeneration	Amber	 Decline	It is hoped to have initial outputs from the analysis in October which will assist development of Town Centre Plans. However, the full plan is now likely to be completed in the second quarter of 2022 instead of the original date of April 2022
People 7 - Improving facilities at Aldershot Crematorium	Green	 No change	Cabinet approved for funding for the feasibility studies on 21st September 2021. This work is due to commence in November 2021.
People 8 - New projects to support health and wellbeing, in line with our Supporting Communities Strategy. Projects will include a repair café, men's shed project and the 'You Can Do It' campaign to encourage residents to get out and about and get active	Green	 No change	Mindfulness walks started September. "You Can Do It" launched and activities added. This is a long-term branding project aimed at covering wider health information and offers. Aldershot Heritage Trails launches 20 th Nov 2021 to coincide with lights switch on. Farnborough Men's Shed – awaiting planning consent for porta cabin at Farnborough Rugby Club. The porta cabin be re-located from Whetstone Road.
People 9 - Communicating and engaging with residents in a variety of ways including introducing a new website and increasing the take up of online services.	Amber	 No change	The website project continues with a view to a new website, with updated areas of service content being available in 2021/22. The amber status reflects a delay to the planned timetable which had originally been scheduled for late 2021. This slippage is due to the complexity of this project which requires input from a variety of different sources in order to deliver a successful new Council website. A number of key project milestones were achieved in Q2 including technology decisions for the website, agreeing the information architecture and workshops with services to discuss future content.

People 10 - Working with partner organisations to deliver projects to tackle health inequalities in the Borough, especially in our more deprived areas	Green	 No change	No Couch to 2k delivered this period as our deliverer, Steph Twell, was at Tokyo Olympics. Will resume in Spring 2022. Walking club and Wellness walks in Aldershot Park being delivered. Talk mental – Mental health project for men being led by local resident.
Place projects	BRAG	DoT	Comment
Place 1 - Aldershot town centre's Union Yard regeneration scheme	Green	 Increase	Demolition works on site likely to conclude in November 2021. Work is due to start on site for the main construction contract in November 2021. The preferred partner has been identified for affordable housing element of scheme and HoTs are being prepared.
Place 2 - Civic Quarter regeneration scheme in Farnborough	Amber	 No change	Master planning work continues to progress the project to outline planning application stage: <ul style="list-style-type: none"> Public consultation took place between 6th September 2021 – 26th September Submission of outline planning application in November 2021 subject to agreement and support of RBC planning colleagues.
Place 3 - New leisure offer for Rushmoor, including plans for a new leisure centre for Farnborough			
Place 4 - Develop the environment and facilities at Southwood Country Park, including a new visitor centre	Green	 Increase	An architect has been appointed to progress the building designs, as the new Visitor Centre and Café will look to use as much of the existing build as possible to reduce costs (demolition is currently on hold). Submissions of interest to run the Café received on the 8th October. Public consultation expected to take place from 18th October to 12th November.
Place 5 - Creating 57 new homes for private rent through Rushmoor Homes	Amber	 Decline	The implementation of the scheme at 69 Victoria Rd/3A Arthur St is progressing with engagement of structural engineers. Architects and associated landscape architecture expertise for a potential scheme at Churchill Crescent is being procured with the closure of the tender process on 8 October 2021. The completion of legal agreements on 12 Arthur St is still ongoing due to a change in requirements from the other party. During this period the Council formally approached Rushmoor Homes concerning the disposal of the market rented properties at Union Yard. The outcomes of the modelling for Union Yard were reported to the Board on 20 September and the Board is responding positively to the Council's approach and confirming that the financial scenarios demonstrate that the company has the required capacity.

			The company is progressing on a number of projects. However, the detail of the programme and timing is likely to have a number of changes. The net result of these is not yet clear but could result in a lower income to the Council in 21/22 than forecast. This will become clearer in Q3 and reported as part of the Council's budget monitoring process
Place 6 - Taking actions to bring forward the redevelopment of Block 3 of the Meads as part of the wider regeneration of Farnborough town centre		N/A	Discussions continue with the developer to identify and agree a way forward for this site and how it can contribute to the wider Farnborough Town Centre.
Place 7 -Development of an aerospace heritage project with the County Council and key partners	Green	 No change	The final report has been received. A process of engagement with partners and development of the next steps will be undertaken as planned during the autumn.
Place 8 - Working alongside Farnborough College of Technology's new Aerospace Research and Innovation Centre to support the aerospace industry through apprenticeship, research and innovation opportunities	Green	 No change	Final fit out of the building is underway. Some of the rooms are already being used by local employers. We are continuing to work with the college to promote opportunities for businesses to engage with the facility. It is important to attract the right research and innovation projects to the facility and developing the appropriate network will take time.

Council Business Performance

Quarter 2 2021/22

Points to note

- There has been an increase in demand for the Green Garden Waste and Bulky waste collection services, which has resulted in an increase in income.
- There been a rise in the number of corporate complaints and work is currently underway to benchmark this data.
- There has been an increase in demand for Customer Services, partly due to the move of some work from Council Tax to Customer Services.
- Recycling and waste data in this report relates to Q1 (April-June) and it should be noted that during Q1 last year residents were switched to alternative weekly collection. During Q1 2021/22 less waste was collected and more waste was recycled, in comparison to the same period this year.
- 91 households have been housed this quarter through the Allocation Pool
- 14 affordable homes have been completed so far this year. However, it is expected that the North Town completions will increase this number considerably for the Q3report.

Council wide indicators

- Corporate complaints
- Key income streams
- Health and safety
- Paying externally issued invoices
- Absence rate
- Workforce data
- Freedom of information requests

Corporate customer contact indicators

- Walk-in customers
- Calls to customer services
- Demand via other access channels
- Social media
- Print Media
- Website

Key Service Indicators

- Penalty Charge Notices (PCNs)
- Fixed Penalty Charge Notices (FPN's)
- Waste and recycling
- Housing Allocation Pool
- Homelessness
- B&B costs
- Taxation
- Benefits
- Affordable housing competitions
- Planning applications
- Planning Appeals
- Electoral Registration

Key to Direction of Travel (DoT) arrows

Numbers have increased	Numbers have decreased	Numbers have increased and performance has decreased	Numbers have increased and performance has increased	Numbers have decreased and performance has decreased	Numbers have decreased and performance has increased
↑	↓	↑	↑	↓	↓

Council wide indicators

Corporate complaints

Number of complaints				% of complaints responded within policy time			
8				75%			
DoT from last quarter (5)	↑	DoT from this quarter last year (2)	↑	DoT from last quarter (50%)	↑	DoT from this quarter last year (100%)	↓
Comment: Work is currently underway to benchmark the number of formal complaints per 10,000 population with the Local Government Association (LGA).							

Key income streams

Key income stream	Original Budget 2021/22	Amount in 2021/22 (Q1 & Q2)	% of budget in 2021/22 (Q1 & Q2)	Head of Service assessment of position (RAG)	Comment
Buildings	£2,268,670	£1,483,575	65.4%	Green	
Investment Properties	£4,754,200	£2,095,883	44.1%	Amber	Impact of Covid by way of rental agreements and inability to enforce non-payment still impacting.
Princes Hall	£714,000	£232,126	32.5%	Amber	Over 50% of total predicted income associated with pantomime. Sales currently good, but ability to deliver a full, restriction free programme come December is still uncertain.

Building Control fees	£220,500	£136,612	62.0%	Green	
Land Charges	£100,000	£52,037	52.0%	Green	
Car Parks	£1,001,650	£466,580	46.6%	Amber	Parking charges income on target. However, income from fines down due to reduction in CEO numbers (although offset by salary savings)
On-Street Parking	£782,500	£313,975	40.1%	Amber	
Crematorium	£1,618,760	£624,742	38.6%	Red	Number of cremations continue to be over 20% down on budget during Q2
Planning fees	£348,000	£154,282	44.3%	Amber	Planning income in Q2 was lower but this is not unusual over the summer. However, with the softening in the housing market it is possible fees will underperform across the year but at present would expect them to achieve target.
Markets and car boot sales	£117,000	£51,009	43.6%	Amber	Anticipated to meet budget at end of Q4
Green Waste	£463,000	£404,237	87.3%	Green	There has been an increase in demand for these two services.
Bulky Waste	£68,400	£63,467	92.8%	Green	
Hackney Carriage - Vehicle and Driver Licence	£61,210	£28,249	46.2%	Green	This is on track to meet the budget for this year – however as the driver budgets are split over 3 years it is difficult to be sure. Furthermore, the income from a new taxi operator, is likely to have made up for any shortfall due to COVID.
Cemeteries	£172,230	£112,810	65.5%	Green	
TOTAL	£12,690,120	£6,219,583	49.0%		
Comment: Data as of the 11 th October					

Health and safety

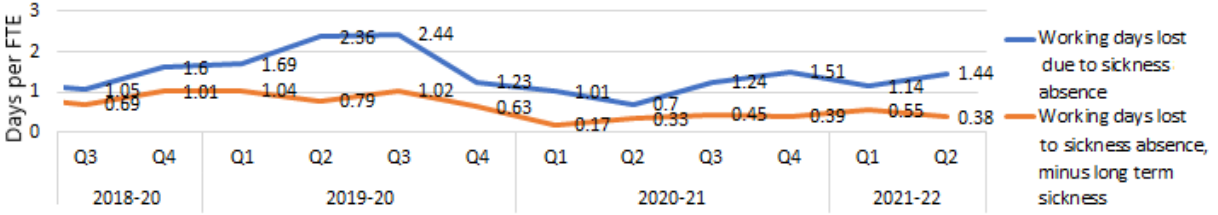
Violence at work data - incidents				Rushmoor work related accident / incident data			
10				1			
DoT from last quarter (12)	↓	DoT from this quarter last year (9)	↑	DoT from last quarter (3)	↓	DoT from this quarter last year (0)	↑

Paying externally issued invoices

% of invoices paid on time (within 30 days)	DoT from last quarter	DoT from this quarter last year
96.65%	↓ (98.16%)	↓ (97.66%)
Comment: There has been a rise in the number of late payment invoices, last quarter there were 28 late payment invoices this quarter there are 53. However, there has also been an increase in the number of invoices being processed.		

Absence rate

Working days lost due to sickness per FTE		Working days lost to short-term sickness per FTE	
1.44		0.38	
DoT from last quarter	↑	DoT from this quarter last year	↑
DoT from last quarter	↓	DoT from this quarter last year	↓







Comment: There were 35 sickness episode in Q2 and 373 working days lost the most common reason was anxiety, stress and depression.
Note: Long term sickness is 20 days or more in a row (four weeks)

Workforce data

Starters and leavers	Turnover	% of employees non-white (15.2% non-white groups in 2011 Census)		
Starters	18	2.41%		
Leavers	7	DoT from last quarter (4.27%)	↓	DoT from this quarter last year (2.48%)
		↓		DoT from last quarter (5.4%)
				DoT from this quarter last year
				n/a



Comment: * still the same number of employees from non-white groups however there are more staff this quarter so the percentage is less.

Freedom of information requests






Number of requests received				% responded to on time (one month behind)			
139				63%			
DoT from last quarter (142)		DoT from this quarter last year (131)		DoT from last quarter (58%)		DoT from this quarter last year (65%)	
Comment:							

Corporate customer contact indicators

Walk-in customers

Number of walk-in customers				Comment: In April 2021 the reception re-opened with a reconfigured service seeing people by appointment only and assisting customers to self-serve. During Q2 1,961 customers turned up at reception, 13% presented with a non-Rushmoor enquiry, looking for service with Citizens Advice, Hampshire County Council or other authorities. 17% were collecting or dropping off paperwork. A further 19% were corporate visitors attending meeting, interviews, welcoming new starters or arriving contractors. Just 51% were customers actively seeking a service with the council. There were 187 pre-booked appointments, 43% of these were with the Nepali officer.
1,961				
DoT from last quarter (1,435)		DoT from this quarter last year (781 - Reception reopened on a limited basis on 10th August 2020)		

Calls to customer services

Number of calls				Average wait time				Call abandoned rate			
15,784				33 seconds				2.7%			
DoT from last quarter (15,263)		DoT from this quarter last year (14,413)		DoT from last quarter (28 seconds)		DoT from this quarter last year n/a	n/a	DoT from last quarter (2.4%)		DoT from this quarter last year (5.5%)	
Comment: The highest service demands for Q2 in both 20/21 and 21/22 via phone are for Waste Services, Council Tax and Parking. However, there has been a shift in volumes for each service. There has been 124% increase in demand for Local Tax enquiries in Customer Services. Between 20/21 and 21/22 Waste Services enquiries have reduced from 37% to 25% of customer services' demand, Council Tax has increased from 13% to 27% and Parking has remained constant at around 8%. This shift is linked to work moving from Local Tax into Customer Services.											






Demand via other access channels

Number of emails				Number of enquires via app				Number of enquires via webforms			
3,662				1,171				479			
DoT from last quarter (3,104)	↑	DoT from this quarter last year (3,001)	↑	DoT from last quarter (1,472)	↓	DoT from this quarter last year (810)	↑	DoT from last quarter	n/a	DoT from this quarter last year	n/a
Comment: The number of emails has increased by 22% in comparison to this quarter last year. During Q2 Customer Service have taken on the majority of Local Tax emails, in line with the work they do over the phone. The number of Council Tax emails worked on by Customer Services has increased from 166 in 20/21 (5%) to 613 (17%) and the number of enquires via the app has increased by 45% in comparison to this quarter last year. New to the reporting this quarter is the number of enquiries via webforms. These are linked to the new ways of working project with Environmental Health and Noise and Council Tax.											

Website

Website visits				Top three pages visited			
250,049				1. Lido (35,237) 2. Bin collections (22,125) 3. Planning applications (8,460)			
DoT from last quarter (249,337)	↑	DoT from this quarter last year (246,112)	↑				
Comment:							

Social media







 <p>Facebook Followers: 11,236 (up 778) Posts: 134 Reach: 527,906 Avg reach per post: 3,939 Engagement: 48,000 Engagement rate: 9%</p>	 <p>Instagram Followers: 1,522 (up 52) Posts/stories: 90 Reach: 29,175 Avg reach per post: 324 Engagement: 1,178 Engagement rate: 4%</p>	 <p>Twitter Followers: 5,625 (up 47) Tweets: 422 Impressions: 234,500 Avg impressions per tweet: 556 Engagement: 1,100 Engagement rate: 0.5%</p>	 <p>LinkedIn Followers: 1,340 (up 31) Posts: 16 Reach: 9,267 Avg reach per post: 579 Engagement rate: 5.85%</p>	 <p>Next Door Service area size: 13,539 residents (up 633) Posts: 89 *Impressions: 109,098 Avg impressions per post: 1,225 <small>*post views, daily digest clicks, and email notifications opened</small></p>
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Print media




Press releases				Media enquires			
17				22			
DoT from last quarter (13)	↑	DoT from this quarter last year	n/a	DoT from last quarter (18)	↑	DoT from this quarter last year	n/a
Comment: This data is new to the monitoring so there isn't data for this quarter last year.							

Key Service Indicators





Penalty Charge Notices (PCNs)

Number issued				Number cancelled				Number paid			
3,157				149				2,443			
DoT from last quarter (3,553)		DoT from this quarter last year (2,805)		DoT from last quarter (260)		DoT from this quarter last year (260)		DoT from last quarter (2,668)		DoT from this quarter last year (1,727)	
Comment:											

Fixed Penalty Charge Notices (FPN's) Issued by East Hants District Council for litter and dog fouling

Number issued				Number cancelled				Number paid			
321				15				184			
DoT from last quarter (70)		DoT from this quarter last year	n/a	DoT from last quarter (3)		DoT from this quarter last year	n/a	DoT from last quarter (45)		DoT from this quarter last year	n/a
Comment: Patrols ceased at the end of March 2020 and recommenced in May 21. A number of FPNs awaiting court packs to be sent out or currently on payment plans											

Fixed Penalty Charge Notices (FPN's) issued by CPOs for fly-tips and abandoned vehicles

Number issued				Number cancelled				Number paid			
20				13				7			
DoT from last quarter (17)		DoT from this quarter last year (13)		DoT from last quarter (9)		DoT from this quarter last year	n/a	DoT from last quarter (8)		DoT from this quarter last year	n/a
Comment: This includes a mixture of fly-tip and abandoned vehicle FPNs. Some FPN's are still within the payment period. ABV FPNs cancelled for a number of reasons from keeper no longer at the address or no longer the vehicle keeper etc.											

Waste and recycling

Number of missed bins	Recycling rates - % reused, recycled and composted (one quarter behind)	Residual waste – kg per household (one quarter behind)

123				32.6%				145.89			
DoT from last quarter (134)		DoT from this quarter last year (201)		DoT from last quarter (29.3%)		DoT from this quarter last year (34.7%)		DoT from last quarter (143.97)		DoT from this quarter last year (135.57)	
<p>Comment: Recycling and waste data is for Q1 (April-June). It should be noted that during Q1 last year, due to the effects of the pandemic residents were switched to alternate weekly collection, this could be the reason why less waste was collected and more waste was recycled in this period, in comparison to the same period this year. Alternate weekly collection of general waste and weekly food waste collection will be rolled out in October (Q3).</p>											

Homelessness

Number of Homelessness enquires				Number placed in B&Bs				B&B costs - gross			
220				36				£24,600*			
DoT from last quarter (200)		DoT from this quarter last year (146)		DoT from last quarter (52)		DoT from this quarter last year (21)		DoT from last quarter (£25,700*)		DoT from this quarter last year (£57,274)	
<p>Comment: *estimate</p>											

Housing Allocation Pool

Number added to pool this quarter				Number housed this quarter				Total number in the Housing Allocation pool			
102				91				1,572			
DoT from last quarter (122)		DoT from this quarter last year (data not available)	n/a	DoT from last quarter (46)		DoT from this quarter last year (data not available)	n/a	DoT from last quarter (1,560)		DoT from this quarter last year (data not available)	n/a
<p>Comment:</p>											

Taxation

% of Council Tax collected						% of Business Rates collected					
94.19%						88.31%					
DoT from last quarter (95.38%)		DoT from this quarter last year (93.59%)				DoT from last quarter (88.00%)		DoT from this quarter last year (89.60%)			
<p>Comment: Council Tax rates can change monthly depending on the time of year. The situation post pandemic for people is changing with Furlough ending and the Universal Credit £20 uplift stopping, so there could expect a few further months of lower rates. The measure at the moment is a comparison of this period to the same period last year and from that there is a steady monthly increase</p>						<p>Comment: Business Rates is a volatile tax to collect and can only take one large business to be late with a payment to affect the collection figures. The current position that the collection rate is down from this time last year but this is because there is an issue with one of the largest business rates payers on the database which is currently being resolved. The team is monitoring payments and collections closely.</p>					

Benefits

Number of new claims – 499 in Quarter 2									
Average number of days to process new claims					Total benefit caseload				
This data is obtained from Gov UK, & the data for Q1 or Q2 is not yet available Estimate 4-5 days					6,167				
DoT from last quarter	n/a	DoT from this quarter last year	n/a	DoT from last quarter	↓	DoT from this quarter last year	↓		
		(4 days)		(6,300)		(6,184)			
<p>Comment: There has been a decrease of 17 claims in the past year (0.27%), the number of residents claiming Council Tax Support (CTS) only has increased by 7 (0.34%) from Jun 2021, the number of residents claiming Housing Benefit (HB) only has decreased by 71 (5.55%) from Jun 2021 and the number of residents claiming HB/CTS has decreased by 69 (2.33%) from Jun 2021.</p>									

Gross affordable housing competitions

Number of completions this quarter (target 450 completions over any three-year period)	
7 (year to date 14)	
<p>Comment: It is expected that the North Town completions to increase the number of completions figure considerably for the Q3 returns. These have started to be advertised on Home Finder.</p>	

Planning applications

Number of planning applications this quarter				Major and small scale major Applications determined within 13 weeks (target 60%)	Minor (Non householder) Applications determined within 8 weeks (target 65%)	'Other' (Including Householder) Applications determined within 8 weeks (target 80%)
236						
DoT from last quarter (294)	↓	DoT from this quarter last year (299)	↓	100%	84%*	87.7%
Comment: *11 of 25 cases were determined outside the statutory period but were subject to agreed extensions of time and therefore recorded as in time.						

Planning Appeals

Number of planning appeals	Number of appeals allowed	% of appeals allowed (target 40%)
4	1 (3 decision this quarter)	33.3%
Details of Planning appeals allowed: Only three appeal decisions were issued in the quarter. One of these, in relation to the reconstruction of industrial premises destroyed by fire in Elms Road Aldershot, was allowed.		

Electoral Registration

% of registered properties (properties minus 'true' voids)	DoT from last quarter	DoT from this quarter last year
86.4%	↓ (86.9%)	↓ (88% - November)
Comment: The Elections Team is currently working on the annual canvass, the same quarter last year it was taken in the November which is further on in the canvass, where canvassers had finished door knocking so there was information from more properties.		

Rushmoor Borough Council

Corporate Risk Register

V5.0 28/10/2021 (Cabinet)

Part 1: Strategic Risks (ST)
(Total 9 Risks)

These risks will tend to be long term in nature and are likely to be outside the direct control of the Council, for example the local economy, employment or obesity levels.

Risk Title	Suitable for Public Register Y / N	Risk Type: Service (S) Escalated Service (ES) Standing Corp. (SC) Strategic (ST)	Risk Owner	Risk Description & Potential Outcomes (reasonable worst-case scenario)	Existing Controls / Mitigation	Additional Mitigation Planned – including Timelines/Deadlines	Risk Score		Risk Category / RAG Rating & Rating Change
							L	S	
Securing infrastructure investment	Y	ST	KE	Inability to attract infrastructure investment through the public and private sector to support plans. Failure to secure investment in the area could lead to a decrease in Rushmoor's competitiveness and attractiveness.	Work with public and private sector infrastructure providers and funders. Horizon scanning in relation to the levelling up agenda and its implications for Rushmoor.		2	4	↔ RED
Decline in the retail sector/town centre uses and subsequent impact on town centres	Y	ST	TM	Economic and social changes have a negative impact on Farnborough and Aldershot Town Centres. This could result in empty retail units, a loss of facilities and amenities for residents and a possible increase in crime and anti-social behaviour. A decline in retail will also have an impact on Business Rates income for the Council. Changes to Permitted Development undermine Town Centre regeneration	Programmes of town centre regeneration in both Aldershot and Farnborough which give consideration to future economic and social trends. Dedicated resource within economy team, working with retail sector and other town centre uses. Ensuring that relevant Government support for business is distributed as swiftly as possible.		4	2	↔ RED
Demographic change	Y	ST	RB	Changes in Rushmoor's demography could impact on services required or expected by residents as well as how they engage with the economy or society more generally. Any sudden shifts in demography may not be visible to the Council for a period of time which could result in services not being delivered effectively or efficiently or potentially having a negative impact.	Community engagement work may identify some changes ahead of them being reported in data sets. Review and analyse publicly available datasets, alongside those held by the Council. Work with partners to understand trends that exist at a larger geography and potential implications (e.g. aging populations)	Review census information and share widely across the Council and with partners so that trends and their implications are understood – early 2022	3	2	↔ AMBER

<p>Deteriorating economic conditions</p>	<p>Y</p>	<p>ST</p>	<p>TM</p>	<p>Adverse changes to the economy could result in the loss of major employers within the Borough and/or impacts on particular sectors of the economy. This could result in increasing levels of unemployment and higher levels of deprivation and inequality. Impact of supply chain issues, mismatch of labour supply and fuel shortages have slowed growth and are limiting the strength of the recovery. Energy price rises and potential inflationary pressures are also possible headwinds to economic growth.</p> <p>Changes of this nature have potential implications for the Council in terms of increased demand for services and adverse financial impact.</p> <p>There is also a reputational risk if the Council is not seen to be adequately responding to economic changes or shocks.</p>	<p>Partnership working with other organisations around support for the economy and local businesses. Engagement with Ward Councillors.</p> <p>Maintaining an understanding of local economic conditions – tracking economic indicators at a local level.</p> <p>Ensuring that key issues/events are escalated to CMT/ELT at the appropriate time.</p> <p>Ensuring that relevant Government support for business is distributed as swiftly as possible</p>	<p>Further strengthen our capacity within economic development with the appointment of a Service Manager who started in post in March 2021 and new EDO started at beginning of May.</p> <p>Development of future spend of ARG to support investment to recover, deal with hardship and support start ups delivery Sept 21 to March 22</p> <p>Strategic Economic Framework being developed Informal Cabinet August Consultation Autumn Cabinet Dec/Jan</p>	<p>3</p>	<p>2</p>	<p style="text-align: center;">↔ AMBER</p>
<p>Educational Attainment Secondary schools</p>	<p>Y</p>	<p>ST</p>	<p>AC</p>	<p>Educational attainment at secondary education level continues to present challenges. This may have an impact on deprivation, unemployment etc. Impact on the area's local reputation. May impact on service demand. C19 impact – predicted grades, lost academic time may exacerbate existing patterns.</p>	<p>HCC responsible for Education. RBC supporting role - Priorities set out in the Supporting Communities Action Plan – focus on increasing aspirations.</p> <p>Joint work on supporting families with Hampshire Children's Services</p> <p>Educational Improvement Group established under the Overview and Scrutiny Committee</p>	<p>Area of focus in Community Covid Recovery Plan</p>	<p>3</p>	<p>2</p>	<p style="text-align: center;">↔ AMBER</p>

<p>Poor Health Outcomes within Borough (e.g. obesity, mental health etc)</p>	<p>Y</p>	<p>ST</p>	<p>AC</p>	<p>Rushmoor has areas where there are health inequalities and health deprivation. Additional stress and burden on local services – including partner agencies.</p> <p>Aging population. Areas of deprivation have poorer health outcomes and higher demands associated.</p> <p>Diabetes, highest smoking rate in Hampshire, high instance of obesity and inactive adults.</p> <p>Mental Health and wellbeing – lack of funding available at local level to address.</p>	<p>Supporting Communities Strategy and Action Plan adopted</p> <p>Joint working with partners, particularly with the CCG, HCC, with a range of initiatives and plans in place.</p> <p>Projects to increase activity and inclusion in the Borough.</p> <p>CPE response group established.</p> <p>New recovery and service structure to be put in place.</p>	<p>Review approach to resourcing (in conjunction with partners, in particular the CCG and HCC) and then overall approach to delivering the Council's ambitions – to assess resources etc.. (EL/AC – underway Summer 2021)</p> <p>Development of long-term plans (EL/TM – 2021/22)</p> <p>Programme of mental and physical health support to be developed for 2021 - EL.</p> <p>Focus on Healthy lifestyles – linked to deprivation and work of the food partnership. 2021/22</p>	<p>3</p>	<p>2</p>	<p>↔ AMBER</p>
<p>Further waves of Covid 19 and lockdowns</p>	<p>Y</p>	<p>ST</p>	<p>PS</p>	<p>Increases to infection levels (either locally or nationally) could lead to a further period of lockdown. Implications of this would be far-reaching and could include adverse impacts for health, wellbeing and the economy. Potential for disruption to Council services due to illness, periods of self isolation and/or caring responsibilities during a period of lockdown, particularly where schools are closed. A cycle of lockdowns and short periods of recovery also have the potential to cause disruption economically – creating uncertainty for businesses and making it challenging to the Council to plan services beyond the short term.</p>	<p>Existing control mechanisms now well understood and utilised and could be redeployed if required.</p> <p>Business continuity measures have been tested throughout 2020/21 and enhanced where needed.</p> <p>Recovery Plans in place and could be revised/adapted where required.</p> <p>Strategic and Operational groups continue to meet weekly and monitor the situation.</p>		<p>2</p>	<p>2</p>	<p>↔ AMBER</p>

<p>Financial sustainability of public sector partners</p>	<p>Y</p>	<p>ST</p>	<p>PS</p>	<p>The financial sustainability of a wide group of public sector partners is negatively impacted, resulting in reduced service provision by all. In this scenario, the range and quality of services available to residents could be affected. This could have negative repercussions for health, education, social and economic outcomes. It is possible that the Council would be expected to meet some of this 'gap' in provision thus exposing the Council to potential financial and reputational risk.</p>	<p>Close partnership working at a senior officer and political level with the Council's public sector partners.</p>	<p>Ensure Members and Officers are well briefed on potential implications/risks arising from decisions taken by other public sector partners – late 2021</p>	<p>3</p>	<p>3</p>	<p>↔ AMBER</p>
<p>Changing external policy context which could arise as a result of levelling up approach or devolution or other unforeseen reasons.</p>	<p>Y</p>	<p>ST</p>	<p>PS</p>	<p>Significant fast track change which can have significant impact on services, levels of available resources or the Council's financial position. Impact of Government response to Covid-19 creates uncertainty and the long-term picture with regard to recovery remains uncertain, Reputational risk if the Council is unable to sufficiently adapt to the changing environment.</p>	<p>Service level risk assessments to consider impacts of potential policy changes on individual Council services.</p> <p>Policy and Communications service to support ELT and CMT with 'horizon scanning' which will assist the Council in identifying and where possible responding to some changes.</p>	<p>Levelling Up White Paper expected to be published in the Autumn.</p> <p>County deal conversations started with HCC and partners.</p> <p>Supply chain and inflationary issues being reflected in service risk registers</p>	<p>3</p>	<p>2</p>	<p>↑ AMBER</p>

Part 2: Standing Corporate Risks (SC)

(Total 16 Risks)

Although the Corporate response to these risks may be managed by a single Service, they will be cross cutting and long term in nature. Standing Corporate risks will tend to remain on the Corporate Risk Register for longer periods of time, if not indefinitely. Examples of these may be the Council's financial position or compliance with data protection legislation, both of which have a wide impact and involvement from across the Council, but are generally overseen or managed by one service.

Standing Corporate risks, impacting more than one Service, will normally be managed by one Service with the expertise required, but if not they will be assigned to one single risk owner as the lead. This is for practical purposes to avoid duplication and ensure that they are managed overall by a single point of contact. Although the day-to-day management of the risk itself may not fall entirely upon that risk owner, they will be responsible for collating and updating CMT and the risk register entry on behalf of the Council.

Risk Title	Suitable for Public Register Y / N	Risk Type: Service (S) Escalated Service (ES) Standing Corp. (SC) Strategic (ST)	Risk Owner	Risk Description & Potential Outcomes (reasonable worst-case scenario)	Existing Controls / Mitigation	Additional Mitigation Planned – including Timelines/Deadlines	Risk Score		Risk Category / RAG Rating & Rating Change
							L	S	
Threat of Cybercrime & Data Loss	Y	SC	NH	<p>Threat of outside malicious forces attempting to breach RBC's network</p> <p>Breach could lead to data loss, loss of service(s) & potential unknown financial loss and possible enforcement action by the ICO.</p> <p>Inability to operate in whole or in part until the breach is addressed</p>	Full remediation plan in place		4	4	↔ RED
Financial Sustainability	Y	SC	DS	<p>Government funding through BRR declines</p> <p>Business Rates base reduces due to lower economic activity</p> <p>Council cannot afford to deliver services on current cost configuration</p> <p>Lack of engagement from officers and members with the financial challenge</p> <p>Savings Programme does not deliver required savings</p> <p>Poor decision making on financial commitments</p> <p>Decisions taken in isolation and do not form part of wider strategy</p> <p>Business Rates MCC impact significant on RBC</p> <p>Commercial Property portfolio income risk cannot be mitigated</p> <p>Local economic circumstances limit Council Tax/Business Rates</p>	<p>MTFS (February 2021) indicates scale of funding gap</p> <p>Positive level of balances (CIPFA FR Index)</p> <p>Revised Savings Programme already commenced with ELT sponsorship</p> <p>Council Tax increase maximised for 2021/22 and assumed in MTFS</p> <p>CREP has identified a number of savings opportunities</p> <p>Further challenge through budget setting process</p> <p>Budget due 27 October 2021 alongside SR21</p>	<p>Delivery of £3m of savings/cost reduction by 2022/23 critical Reserves held for risk (Commercial Property) and long-term liabilities (Pension)</p> <p>Asset disposals for commercial property where cost of holding is high</p> <p>Review of service delivery options</p> <p>Review of Capital expenditure plans</p> <p>Capitalisation direction could be sought</p> <p>S114 notice consideration</p> <p>Future of NHB Consultation</p>	4	4	↔ RED

<p>Regeneration of town centres does not deliver economic, community and financial benefits - see major projects</p>	<p>Y</p>	<p>SC</p>	<p>KE/NI</p>	<p>Anticipated project expenditure of circa £300m expected to require RBC borrowing / rental guarantees / external funding to fulfil. High levels of public and political interest in both town centre major projects. Reputation for delivery will be tested. High intensity of resource required with many interdependent parts - leisure, civic, public realm, retail, hotel, highways etc Publicly, politically and financially RBC's regeneration interventions are deemed a failure negatively impacting the Council.</p>	<p>JV Partnership with Hill Group (Rushmoor Development Partnership) - share risk/reward approach</p> <p>Comprehensive regeneration programme governance process implemented. (Board meets monthly)</p> <p>Regular Cabinet and Member reporting</p> <p>External due diligence engaged</p> <p>External grant funding secured.</p>	<p>Further public/market engagement planned.</p> <p>Programme / scheme viability to be reviewed regularly.</p> <p>Seek further external grant funding to reduce Council financial exposure - LEP / Homes England / High Street Fund etc.</p>	<p>3</p>	<p>4</p>	<p>↔ RED</p>
<p>Loss of Accommodation/ Building (temporary & permanent)</p>	<p>Y</p>	<p>SC</p>	<p>NH</p>	<p>The councils main building may be lost to natural causes (storms, flooding etc), unforeseeable events of crisis (plane crash into building), outside malicious forces or fire</p> <p>The loss of the building would prevent the council operating at 100% capacity until such time as a secondary building(s) could be set up for officers to work</p> <p>The financial costs would be extreme, albeit partially if not wholly covered by insurance policies</p> <p>There is a risk of loss of life for any officers or member of public who may be in the building at the time of said event(s)</p>	<p>Business continuity plan & IT Disaster recovery plans in place</p> <p>Multiple copies of BC/DR Plans have been disseminated</p> <p>Fire risk assessments undertaken regularly</p> <p>Building condition survey undertaken with recommendation works</p>	<p>Business continuity plan and IT Disaster recovery plan to be tested – NS/RS/AM</p> <p>Review BC plans following improvements made due to Covid-19 – NS/AM/RS - 2021</p>	<p>2</p>	<p>4</p>	<p>↔ RED</p>

				<p>There would be a significant impact to services delivered by the council Use of the building may be lost on a temporary basis due to an infection outbreak (e.g. Covid-19) or other unforeseen event</p> <p>Covid -19, the majority of staff can now work from from home.</p>					
ICE programme not implemented and associated savings not delivered or delayed	Y	SC	KE	<p>Cost of implementation exceed available budget Workstream savings do not materialise Financial pressures on the Council - abandonment or refocus</p>	<p>ICE Programme Management Arrangements, including Programme Board.</p> <p>Maintain focus of ELT on ICE programme as savings delivery mechanism and avoid 'quick fixes'</p> <p>Heads of Service clear on requirement and supported to prioritise and release staff savings</p> <p>Maintain Member engagement with programme</p>	<p>Maintain senior and member focus on programme delivery</p> <p>Ensure funding for transformation maintained</p> <p>Continue to engage with T&F group and provide regular briefings to Cabinet</p>	3	3	↔ RED
Union Street, Aldershot - Major Project	Y	SC	KE/NI	<p>Anticipated project expenditure of circa £40m expected to require RBC borrowing / rental guarantees / external funding to fulfil.</p> <p>High levels of public and political interest in scheme.</p> <p>Reputation for delivery will be tested, particularly as the Council is undertaking development of the scheme.</p> <p>Financial modelling builds in assumptions relating to income that are yet to be secured by way of pre-lets.</p>	<p>External grant funding secured (£6.5m) Comprehensive regeneration project governance process implemented. (Board meets monthly) Regular Cabinet and Member reporting. External due diligence engaged. End user identified for the affordable housing. Technical Design and Contract document review being undertaken to refine construction costs prior to entering into contract</p>	<p>Engage commercial advisors to assist with pre-let opportunities</p> <p>Engage with student operator market to identify a management company to oversee that element of the scheme on behalf of the Council</p> <p>Pursue option of Rushmoor Homes Limited purchasing the market rent units from RBC.</p> <p>Consider funding profile in order to best manage risk exposure</p>	2	4	↔ RED

				Publicly, politically and financially RBC's regeneration intervention is deemed a failure negatively impacting the Council.	Commercial advisors appointed to develop leasing strategy for commercial element of scheme Additional resource appointed (Development Manager) to oversee the scheme Employers Agent appointed (Baily Garner) to act on behalf of the Council	Enter into main JCT Design and Build contract with Hill Partnerships at the earliest opportunity to minimise financial risks associated with an uncertain market. Targeting November 2021.			
Civic Quarter, Farnborough - Major Project	Y	SC	KE/NI	Anticipated project expenditure of circa £250m expected to require RBC borrowing / rental guarantees / external funding to fulfil. High levels of public and political interest in scheme. Reputation for delivery will be tested. Publicly, politically and financially RBC's regeneration intervention is deemed a failure negatively impacting the Council.	JV Partnership with Hill Group (Rushmoor Development Partnership) - share risk/reward approach Comprehensive regeneration project governance process implemented. (Board meets monthly) Regular Cabinet and Member reporting. External due diligence engaged. Public engagement undertaken in September 2021. Feedback will be reflected in subsequent planning application submission.	Programme / scheme viability to be reviewed regularly. Seek further external grant funding to reduce RBC exposure - LEP / Homes England / High Street Fund etc.	2	4	↔ RED
Insufficient funding to proceed with projects	Y	SC	KE/PB	The Council cannot commit to fund the programme of projects, including regeneration. Failure to deliver the schemes as a result of a lack of funding will not meet the overarching strategy objective as stated in the Council Business Plan to	Secured external grant funding to assist with bridging funding gaps. Conducted detailed financial modelling and appraisals of Union Street scheme. Ensuring finance colleagues are kept up to date with both current / forecast project spending.	Seek additional grant funding to mitigate the risk to the Council. Obtain detailed expert advice and carry out due diligence on major projects and capital commitments.	3	4	↑ RED

				deliver additional income and regenerate our town centres.	Established a governance process that provides clarity on the financial requirements to support delivery of projects e.g. feasibility/OBC.	Consider joint ventures and other methods of delivery in order to share the risk/reward. Continue to review financial position in order to determine capacity to support regeneration and property projects.			
External Audit opinion	Y	SC	DS	Inability to publish Statement of Accounts by statutory deadline Council is not able to secure an unqualified opinion of the financial statements Significant governance issues across the authority results in a qualified VfM opinion National position shows 76 audit opinions from 2019/20 audit have not yet been finalised 90% of audit opinions for 2020/21 were not provided by the statutory date Inadequate record keeping or documentation to support key financial statements and accounting judgements External auditor recommendations are not considered by the Council	Adequately resourced/qualified/experienced team Review of Integra over longer-term to produce accounting information PSAA aware of local audit performance but remains difficult to address supply-side issues	Improved working/information sharing between finance and property given focus on PPE valuations Greater awareness at HoS level around service responsibilities for final accounts Impact from 2019/20 onto 2020/21 and beyond EY Resourcing not improved	3	3	↔ RED
Climate Change – Failure to deliver ambition for a carbon neutral Council by 2030.	Y	SC	AC	Risk of not delivering high profile organisational objective due to insufficient resources or lack of support because of other priorities.	Development of a plan and assessing resourcing requirements. Allocation of ringfenced resource Driven by Cabinet Member and Working Group	Appointment of new Programme Manager Focus on the issues that make the most difference by identifying priority areas. Develop work to deliver with partners through the Rushmoor Partners Network.	2	3	↔ AMBER

					Annual review of plans and inclusion in quarterly monitoring	Incorporate projects within Service Business Plans Develop an apprentice role from ring fenced resources. (AC to co-ordinate 2021-22)			
Governance and Decision Making –	Y	SC	AC/IH	Risk of non-compliance with legal requirements. Financial loss from costs of defending, or costs of halting development works. Reputational risk Risk of delay in delivering key organisational objectives.	Governance Group meets weekly to consider more complex decision-making matters including Interests and Member engagement. Delegated decision making is monitored quarterly by the Governance Group. Strengthening of the governance arrangements with improvements to the new CGAS committee currently being introduced. Constitution kept under review and training on decision making provided to CMT/Service Managers. Timetables and reminders for deadlines provided by meeting administrators.	Governance Group participation in on-line seminars – e.g. learning from what can go wrong at other Local Authorities, CfGS framework. Consultation with external experts e.g., Freeths or LGA for some specialist matters. Training to improve CGAS committee's oversight of corporate governance and audit matters and recruitment of Independent Person. Training offered for OSC. (Delivery of Members training underway for 2021-2022) Training on Contracts and Financial Standing Orders for CMT and Service Managers (JS to co-ordinate arrangements in consultation with DS/procurement) Support Corporate Induction on Constitution for staff (JS to contribute to HR as needed)	2	3	↔ AMBER

<p>Major Data Breach – non-technical (human and physical)</p>	Y	SC	DPO	<p>Loss/accidental destruction of/ alteration of/unauthorised access to personal data caused by ineffective processes or lack of training or understanding of training. Shared office space. Home working/hybrid working has additional risks.</p>	<p>Mandatory training for all; encouraging breach reporting and continuing communication on training and lessons learned from data breaches that have occurred. Access controls – council offices/systems/archive management.</p>	<p>Use of office 365 protocols/rules to track email content and attachments and alert sender to potentially high risk communications. Cloud storage. Strengthened access controls; visitor controls</p>	2	3	<p style="text-align: center;">↔</p> <p style="text-align: center;">AMBER</p>
<p>Lack of employee alignment, engagement and development will reduce organisational performance</p>	Y	SC	AMcB	<p>A high performing organisations requires employees to be engaged, aligned and developed – significant risk of performance targets not being achieved if these areas are not developed</p>	<p>Development and implementation of People Strategy</p>	<p>Corporate and Service Manager development</p>	3	2	<p style="text-align: center;">↔</p> <p style="text-align: center;">AMBER</p>
<p>Interest rate/refinancing risk on external debt</p>	Y	ST	DS	<p>Council debt portfolio (£102m as at 18/10/2021) cannot be refinanced at affordable interest rates/within resources set aside in MTFS Volatility in capital/money markets due to political uncertainty Contracting of inter-authority lending market Ability to manage debt portfolio significant resource and skill requirement Changes to PWLB Lending Terms announced 25/11/2020 by Government with further clarification in August 2021 Council is unable to access PWLB borrowing due to non-compliance with lending rules Increased borrowing requirement from new capital schemes leads to increased refinancing or interest rate risk on debt portfolio PWLB rates increase more than Arlingclose forecasts due to economic pressures</p>	<p>Continual monitoring of debt position and market interest rates Engagement with Arlingclose (Council's Treasury advisors) Treasury Management Strategy sets borrowing limits and interest rate exposure limits External borrowing - refinancing risk mitigated through planned move to longer term borrowing Engagement with Grant Thornton on Union Street Scheme PWLB Lending terms - compliance through TMS and Capital Strategy for 2021/22 LA rates reduced and availability of ST finance has improved. Arlingclose advise sought and gained Continual review of debt portfolio and refinancing opportunities as part of BAU</p>	<p>Utilising revenue savings of capital receipts to repay debt Further budget and efficiency savings to offset increased borrowing costs Reduce borrowing for future schemes (i.e. risk on existing debt is high so can't take on additional debt)</p>	2	2	<p style="text-align: center;">↔</p> <p style="text-align: center;">AMBER</p>

					Development of Investment Strategy including asset disposal to inform debt profile				
Change in Political Leadership/Control at the Council	Y	SC	PS	New administration changes overall policy direction of Council Main risk to Organisational Objectives - which in turn may have impact on major projects etc.	Horizon scanning - position of projects etc kept under review in relation to upcoming elections. Election by third makes immediate change of overall control less likely.		1	2	↔ GREEN
Political Ambitions & Resources	Y	SC	PS	Political ambitions exceed organisational capacity and resources resulting in priorities not being delivered and day to day services becoming poor.	Business Plan process identifies corporate priorities and objectives & the service planning process dealing with day to day services. Informal Cabinet briefings, Portfolio Holder briefings and shadow portfolio arrangements all in place. Weekly meeting between the Leader and the Executive Team to raise any strategic issues or issues of concern. Member Scrutiny and Policy functions in place. Regular meetings of the cross party budget strategy working group in place to give advice / views on the financial challenges facing the Council.	Executive Boards in place for the Regeneration & Major Projects work and also for the ICE programme and the Cost Reduction & Efficiency Programme to ensure senior management oversight and management. Also, more use of "all member" briefings using TEAMS to update and keep all elected members in the picture	1	2	↔ GREEN

Part 3: Escalated Service Risks
(Total 11 Risks)

Escalated Service risks are likely to be those that by virtue of the severity of the potential outcome and/or inadequate controls may be considered a single point of failure for the Council, rather than a threat to a single Service. It could also include those risks that are newly identified and have little or no mitigation or controls in place. These risks will tend to arise, be resolved and then be removed from the register.

Risk Title	Suitable for Public Register Y / N	Risk Type: Service (S) Escalated Service (ES) Standing Corp. (SC) Strategic (ST)	Risk Owner	Risk Description & Potential Outcomes (reasonable worst-case scenario)	Existing Controls / Mitigation	Additional Mitigation Planned – including Timelines/Deadlines	Risk Score		Risk Category / RAG Rating & Rating Change
							L	S	
Financial System	Y	ES	DS	<p>Integra Financial System is not able to support Council requirements</p> <p>Lack of knowledge and skills within Finance and IT</p> <p>Patch Management of Integra weak leading to unsupported release</p> <p>Lack of development of Integra system within RBC means not fit for purpose</p> <p>Poor engagement from RBC HoS/SM/BH</p> <p>Link to risk - inaccurate financial reporting</p> <p>Reliance on external support from CAPITA may be weakened with focus on CENTROS</p> <p>Alternative financial records are maintained by services bypassing Integra</p>	<p>Finance and IT are able to maintain current system</p> <p>ICE Programme has identified Integra/Financial system as requiring modernisation</p>	<p>Business Process Review with Capita</p> <p>Recruitment of Systems Accountant with Integra knowledge</p>	3	3	↔ RED
Impact of Covid-19 on ability to pay/collect Council Tax and Business Rates	Y	ES	DMK	<p>Non collection rates for council Tax and Business rates have increased beyond budget assumptions due to Covid 19.If collection rates continue on this trajectory there will be a significant shortfall in income. There is a risk this could decline further in 2021/22 depending on the speed of economic recovery and extension of business rate reliefs which we will know about in the Budget on 3 March 2021 Spring Budget - Mar 2021. Dependent on announcement and complexities of any scheme could delay NDR annual billing - effect cashflow on late instalment for April</p>	<p>Astute and proactive financial management</p> <p>Political and Management awareness of the risks</p> <p>Government announced legislation in response to predicted Collection fund Deficits arising in 2020/21 whereby deficits can be spread over the next three years rather than the usual period of one year. It applies separately to each of the council tax and Non domestic Rates collection fund balances. Are concentrating on recovery work having transferred billing and collection work to the CSU Officers are monitoring the debt levels and engaging businesses to ensure payment of the bills. Agreed recovery process with s151 officer and Portfolio holder</p>	<p>Continue to review collection on monthly basis</p>	3	3	↔ RED

<p>*NEW*</p> <p>Failure to identify the full extent of asbestos risk as part of property and major works programme</p>	Y	ES	KE/PB	<p>A number projects have identified additional costs attributable to the removal of asbestos These include Farnborough Leisure Centre and Union Yard.</p>	<p>Intrusive surveys were carried out in some cases, but the additional asbestos was found during on site works were not detailed in these asbestos surveys.</p>	<p>A review of method statements, the liability of advisors, the scope of work and recommend what changes can be made to reduce the likelihood of this re-occurring</p>	3	3	<p>NEW RED</p>
<p>*NEW*</p> <p>Escalating building costs as well as materials and skilled labour shortages will increase costs and cause delays to projects</p>	Y	ES	KE/PB	<p>Data on building material costs indicates there will be significant cost inflation on building materials. There are also reports of delays from supply chains being disrupted through logistical issues and, as building projects recommence or begin after Covid related delays, shortages of key skills in the construction industry.</p>	<p>Specialist construction advisors have been engaged to support the projects and this includes cost consultants.</p>	<p>Advise members of the emerging issue and impact upon delivery Look at alternative design and delivery options Review the criticality of timelines Agree increases in budget and borrowing</p>	4	4	<p>NEW RED</p>
<p>*NEW*</p> <p>Increased fuel costs for the Council offices</p>	Y	ES	NH	<p>Fuel costs, especially gas have gone up with the current national crisis and therefore the council may see increased costs for heating the council offices, this also takes into account of many windows being open to allow ventilation as part of our Covid-19 risk assessment</p>	<p>Property services regularly monitor our gas usage and we are currently on a tariff with our authorities and have a reasonable rate</p>	<p>Continue to monitor usage Facilities team to ensure we are monitoring use in the building and look to reduce fuel usage where we can</p>	4	2	<p>NEW RED</p>
<p>Failure of events management processes policy (primarily of events on Council land) exposes risk to Council</p>	Y	ES	JD	<p>Financial, reputational and physical risks created by lack of cross service agreed policy and procedures on how to permission and control events (primarily for those on Council land). Problem recognised by a number of service areas e.g. EH, Property, Legal, Grounds Management, Licensing, etc.</p>	<p>Current mitigations include the mitigations provided for by the Events Group and the Licensing Team processes – but many events fall outside the scope of the formal existing Licensing processes leaving potential risk.</p>	<p>Acceptance of risk by CMT and agreed alignment of resources to bring about regularisation of process and policy. (CMT meeting 17 08 21). CMT agreed to support cross service work to resolve more major risk within 6 weeks. Work progressing with Events Group to achieve target.</p>	3	2	<p style="text-align: center;">↓</p> <p>AMBER</p>

<p>Reduced Income from Property Portfolio</p>	<p>Y</p>	<p>ES</p>	<p>PB/HB</p>	<p>Significant loss of income from the Council's property portfolio arising from a variety of reasons including but not limited to Covid, deteriorating economic conditions, downturn in the property market and changing consumer or business habits.</p>	<p>Establishment of a Property Investment Advisory Group (PIAG) to monitor performance and advise on necessary actions alongside the appointment of LSH Investment Management (LSHIM) to asset manage part of the portfolio and support current in- house skill, knowledge and capacity. Also, the establishment of a Commercial Property Reserve to act as a buffer for any significant in year loss of income.</p>	<p>Managing income through payment plans, where necessary. Increased emphasis by the service in managing debts. Working with tenants directly and with LSHIM to identify issues and actions and reporting to PIAG.</p> <p>Identifying opportunities to create additional income to support the Council's financial position.</p>	<p>2</p>	<p>2</p>	<p style="text-align: center;">↔</p> <p style="text-align: center;">AMBER</p>
<p>Changing priorities and outcomes from either RDP partner</p>	<p>Y</p>	<p>ES</p>	<p>KE/NI</p>	<p>RBC and Hill Investment Partnership each represent 50% of the Rushmoor Development Partnership.</p> <p>Decisions must be unanimous, any inability to arrive at a decision results in deadlock and delay.</p> <p>Decisions are often time sensitive, any tension / conflict may cause delays.</p> <p>The Council sees no return on its investment if conflict is not resolved and fails to deliver on its regeneration aspirations.</p>	<p>Members Agreement sets out conflict procedures and arbitration process.</p> <p>Regular meetings between partners scheduled at both Investment Team and Board level to discuss decisions.</p> <p>Council Members kept informed of progress and key decisions.</p>	<p>Opportunities for relationship building exercises and different working practices when Covid restrictions ease.</p>	<p>2</p>	<p>3</p>	<p style="text-align: center;">↔</p> <p style="text-align: center;">AMBER</p>

<p>Inaccurate reporting of financial position</p>	<p>Y</p>	<p>ES</p>	<p>DS</p>	<p>Financial reports to Cabinet provide inaccurate financial information leading to poor decision making</p> <p>Budget holders provide finance with either inaccurate forecasts or unrealistic estimates of future expenditure and income</p> <p>Budget holders do not engage with finance</p> <p>Budget holders unaware of budget and spend position</p> <p>Difficulty in assessing financial impact from Covid-19</p> <p>Remote working/working from home may make budget monitoring more difficult</p> <p>Financial information held in Integra is not reviewed by budget holders</p> <p>Basis of forecasts/estimates does not take into account relevant financial information</p> <p>Decisions are made on income/expenditure that Finance are not made aware of</p> <p>Decisions are made on incorrect assumptions</p> <p>Other work priorities take precedence - financial reporting by BH does not happen</p> <p>Lack of understanding of FPRs</p>	<p>Financial Regulations were reviewed 2020</p> <p>Budget monitoring process and quarterly reporting</p> <p>BH access to Integra</p> <p>Finance team review of transactions and support to BH</p> <p>Head of Finance provides additional High-Risk financial information to HoS</p>	<p>Improvement to Integra to provide user friendly/budget holder focussed reporting</p> <p>High-risk reporting through ELT and CMT</p> <p>Finance Improvement Plan</p> <p>Wider discussion on Corporate Priorities</p> <p>Enforcement of budget monitoring processes</p>	<p>3</p>	<p>2</p>	<p style="text-align: center;">↔</p> <p style="text-align: center;">AMBER</p>
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<p>Finance unable to adequately discharge responsibilities, lack of suitably qualified or experienced staff</p>	<p>Y</p>	<p>ES</p>	<p>DS</p>	<p>Finance team unable to provide adequate advice on financial matters Finance unable to complete processes around budget setting or budget monitoring, final accounts process Lack of awareness of key developments in local authority accounting Audit opinion at risk if staff are not available or suitably qualified Demands for finance support are greater than available staff time leading to poor decision making Complexity of finance support required (i.e. specialist knowledge needed) Lack of engagement from organisation (budget setting, financial reporting) requires finance to act as backstop control Risk of loss of organisational knowledge from staff turnover Impact of FIP Impact of longer-term staff absence where area of work does not have fully documented procedures</p>	<p>CPD, access to professional training and seminars Advice on VAT and Treasury management from external sources CIPFA Publications subscription Pixel Subscription SDCT Executive membership FIP consultation External support from CAPITA</p>	<p>Project Accountant in post Further recruitment activity in 2021 FIP</p>	<p>3</p>	<p>2</p>	<p>↔ AMBER</p>
<p>Council Tax Support Scheme - Affordability</p>	<p>Y</p>	<p>ES</p>	<p>DMK</p>	<p>Affordability of Council Tax Support scheme and the ability to collect any additional council tax if minimum contribution is increased</p>	<p>Monitoring impact of Council Tax support - caseload and cost Members council Tax support Group performing scrutiny and overview Identifying number of people on CTS falling into arrears for Working age customers everyone claiming CTS has to pay a minimum contribution of 12% towards their council tax. The support is also capped at a Band D council tax. Other eligibility criteria apply. an Exceptional Hardship fund of £22k exists to help those people falling into arrears. complexity for the customer. This also achieves savings by reducing the administration processes involved in delivery the scheme.</p>	<p>None</p>	<p>2</p>	<p>2</p>	<p>↓ AMBER</p>

Matrix & RAG Risk Rating

Severity of Outcome (S)	4					<table border="1"> <tr> <td style="background-color: red;">High Risk</td> <td style="background-color: red;"></td> <td>Strongly consider further mitigation, tolerating risk is unlikely to be acceptable</td> </tr> <tr> <td style="background-color: yellow;">Med. Risk</td> <td style="background-color: yellow;"></td> <td>Tolerable if risk/exposure is acceptable at senior level</td> </tr> <tr> <td style="background-color: green;">Low Risk</td> <td style="background-color: green;"></td> <td>Additional action may not be necessary to manage risk</td> </tr> </table>	High Risk		Strongly consider further mitigation, tolerating risk is unlikely to be acceptable	Med. Risk		Tolerable if risk/exposure is acceptable at senior level	Low Risk		Additional action may not be necessary to manage risk
	High Risk		Strongly consider further mitigation, tolerating risk is unlikely to be acceptable												
	Med. Risk		Tolerable if risk/exposure is acceptable at senior level												
	Low Risk		Additional action may not be necessary to manage risk												
	3														
2															
1															
	1	2	3	4											
	Likelihood of Occurrence (L)														

Rating Consistency Guidance

	Likelihood of Occurrence (L)	Severity of Outcome (S)
1	<p>Very unlikely Very unlikely to occur, (no history or near misses etc). Less than 5% probability.</p>	<p>Minor Risk to specific role. Legal action unlikely. No significant illness or injury. Negative customer complaint. Financial impact negligible.</p>
2	<p>Unlikely Unlikely but may occur (may have happened, but not within past 5 years). Is not expected to happen in next 5 years, less than 25% probability</p>	<p>Moderate Risk to normal continuation of service. Legal action possible but defensible. Short term absence/minor injury. Negative customer complaints widespread. Financial impact manageable within existing Service budget.</p>
3	<p>Likely Likely to occur (or already happened in the past 2 to 5 years). Is expected to happen in the next 2 to 5 years, 25 - 50% probability</p>	<p>Significant Partial loss of service. Legal action likely. Extensive injuries or sickness. Negative local publicity. Significant fine. Financial impact manageable within existing Corporate budget - but not Service.</p>
4	<p>Very likely Very likely to occur (or has already happened in the past year), may occur frequently. Is expected to happen in the next year, more than 50% probability</p>	<p>Major Total loss of service. Legal action likely & difficult to defend. Death or life threatening. Negative National publicity. Imprisonment. Financial impact not manageable within existing funds.</p>

CABINET

COUNCILLOR MARTIN TENNANT
MAJOR PROJECT AND PROPERTY

16 NOVEMBER 2021

REPORT NO. PETS2120

KEY DECISION: YES

**SOUTHWOOD COUNTRY PARK – BUSINESS CASE FOR REPURPOSING
EXISTING BUILDINGS****SUMMARY:**

This report requests the approval of capital funding for detailed design and development of the Southwood SANG Visitor Centre and Café.

RECOMMENDATIONS:

CABINET RECOMMENDS TO COUNCIL that £901,000 is added to the Capital Programme for the Southwood Country Park Visitor Centre and Café and noting the capital financing implications set out in paragraph 4.14.

CABINET is RECOMMENDED to:

1. Note that, an agreement for lease with a suitably experienced Café Operator will be entered into over the next 12 weeks
2. Note that planning permission has not yet been formally granted (due Jan 2022)

1. INTRODUCTION

- 1.1 The purpose of this report is to seek approval to proceed with delivery of the SANG Visitor Centre and Café at Southwood Country Park, following completion of the feasibility study and initial design development.
- 1.2 This is a key decision because of the capital funding allocation required to progress to the final stage of project delivery.

2. BACKGROUND

- 2.1 In 2017, Cabinet resolved that Southwood Golf Club be closed to provide Suitable Alternative Natural Greenspace (SANG) in order to create natural open space and to mitigate the impact of new housing on the Special Protection Area (SPA). The new SANG would be called Southwood Country Park and the creation and management of the SANG would be funded through developer contributions.

- 2.2 Officers have been working with the Portfolio Holders and Deputy Leader to consider options for the former Golf Club buildings which could include a visitor centre, toilets, rangers' office, and education space, funded through developer contributions. The original SANG budget allocated £200,000 for SANG related accommodation but it is considered that up to £600,000 could be made available within the overall funding for the SANG.
- 2.3 There is an aspiration to enhance this with a café. This element would not be funded by developer contributions as it is not an eligible cost and therefore any capital investment would be based on a business case which demonstrates the return-on-investment for this aspect.
- 2.4 Following a market campaign, multiple offers were received from local Café Operators indicating the rent they would offer and expected turnover from ongoing operations. Detailed analysis has been conducted to determine the financial viability of the cafe investment and value created for the Council.

3. DETAILS OF THE PROPOSAL

General

- 3.1 Detailed designs have been undertaken by the appointed architects and full refurbishment costs subsequently established. Environmental sustainability has been considered throughout the scheme and includes several green credentials (e.g., green roof, ground source heating, PV Panels etc) and re-use the existing building, avoiding the need for demolition. From an equality perspective, the café/Visitor centre is fully accessible and incorporates level entrances, wider doors etc.
- 3.2 The scheme also includes a Changing Places facility. A funding application to support this was made but was unsuccessful, however it was felt that this would significantly enhance the offer at the Country Park and increase accessibility and user numbers.
- 3.3 The latest detailed designs have been circulated with and approved by local members.
- 3.4 In July 2021, £126,000 feasibility funding was approved for detailed design development and identification of an operator for the proposed Café. This was based on an outline Business Case estimate of project cost at £1,200,000 (which included the £126,000 feasibility study allocation).
- 3.5 Revised costs for the café and visit centre are £901,000 with £461,000 attributed to the visitor centre (and funded by SANG contributions - see section 3.8 and 3.9) and £440,000 attributed to the café. The total project cost including initial design and development costs is £1,027,000 a reduction of £173,000 on the original estimate.

- 3.6 A Full Business Case (Appendix 1) has been developed based on a return-on-investment model of 5% per annum return on capital investment with time for scaling-up (i.e.,30 year pay back). This includes a notional revenue cost of capital to demonstrate the project is able to cover-off any interest on external borrowing and other costs such as Minimum Revenue Provision (MRP).
- 3.7 The potential running costs of the Visitor Centre and Café have been assessed and are approximately £38,000 p.a.

	<u>SUB TOTAL</u>
Business Rates *	£10,000
Cleaning	£20,000
WiFi	£1,200
Utilities **	£350
CCTV, Fire Alarm, Legionella etc	£355
Insurance	£4,000
Maintenance	£2,000
TOTAL	£37,885

*This is based on discussion with Revenues and allows for an increased value considered likely

**The design includes PV and Ground Source Heat Pumps so the utility costs assume service charge and a contingency in case the occasional draw on mains exceeds the feed in tariff

- 3.8 Elements of these costs will form part of the service charge to the operator of the Café who is aware that there will be a charge. The exact allocation of costs will form part of finalising the lease negotiation and needs to be balanced with ensuring the assumed rent is achieved. The breakdown of the costs and assumptions and a notional split is included within Appendix 2. However, the modelling of the SANG has been reviewed and can accommodate an annual cost of up to the full £38,000 p.a. [Financing Charges are illustrative].

	Yr 0	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7	Yr8	Yr9
	Part Year *									
Financing Charges – 30 years	6300	25100	25100	25100	25100	25100	25100	25100	25100	25100
Total Income	23500	48000	53000	54750	56600	58500	61800	63300	64800	64800
Net surplus / deficit after financing	-	-	-	-	-	-	-	-	-	-
	17200	22900	27900	29650	31500	33400	36700	38200	39700	39700

(*Part year has been assumed to be 66%)

- 3.9 The SANG Visitor Centre elements are funded via developer contributions up to a maximum of £600,000. This money has not been received by the Council due to delays in development. It was originally anticipated that a substantial proportion of this funding would be received in 2022/23. However, the Union St development that will contribute £962,526 of the SANG funding is now due to be occupied in 2024 prior to which the SANG payment must be made.
- 3.10 To date, £59,701 from another development has been received with a further £84,499 expected in the current financial year. Further allocations and receipts

are expected between now and 2024 on smaller developments, totalling £266,440. The total of all these receipts is £410,640. However, these SANG payments must fund not only SANG accommodation but also the environmental improvement, management, and maintenance of the park. Therefore, the funding of the SANG visitor centre elements are likely to require a significant element of forward funding until 2024

Alternative Options

- 3.11 There is an option to develop the SANG Visitor Centre facilities within the allocated £600,000 funding from developer contributions albeit without a café. While this would reduce Capital investment and risk to the Council, the combined Visitor Centre and Café is identified as a priority for Place within the Council Business Plan and generally this type of facility supports a café.
- 3.12 The creation of Southwood Country Park is a significant amenity for residents across the Borough and has already attracted considerable visitor numbers without any facilities. There is an aspiration to maximise visitor numbers and enhance the visitor experience by offering a high-quality café on the site subject to business case.
- 3.13 There are several SANG/SPA facilities which have a similar offer who have seen a significant uptake in visitor numbers following investment in an on-site café and an overall enhancement to the value of the local amenity.

4. IMPLICATIONS

Risks

- 4.1 There is a risk that the Café will not achieve the turnover projected in the business case. However, based upon the turnover received at a similar SANG establishment, the projected turnover is considered conservative and therefore the risk is perceived to be low.
- 4.2 The substantial developer contributions from Union Street, which will fund the development of the SANG Visitor Centre have been delayed until 2024 and there remains the risk that there could be further delay. This means that the Council may need to forward-fund this element if the project proceeds.
- 4.3 The agreement to lease has not yet been signed by the café operator. There are several exclusions in the project cost estimate (e.g. fit out of café) and agreement as to how these will be met will form part of the letting terms negotiation, as will site security.
- 4.4 Planning for the café/visitor centre has not yet been formally agreed, this is due in January 2022.
- 4.5 Following Covid, there is a shortage of key materials and consequently costs are rising. Contingency has been allocated within the proposed costs.

- 4.6 The risks set out in 4.1 and 4.2 above could materialise and impact on the payback period for the capital outlay thus increasing borrowing costs.
- 4.7 A detailed Final Business Case is included with this report (Appendix 1).

Legal Implications

- 4.8 There is an agreement for lease that needs to be signed with the café operator, within the project timescales. Draft heads of terms can be found in Appendix 3.

Financial and Resource Implications

- 4.9 The Capital Programme approved by Council in February 2021 did not include any budgetary provision for the Southwood Country Park scheme although it was recognised in the Revenue Budget, Capital Programme and Council Tax Level report ([FIN2106](#)) that

“there will be a continued review of capital spending requirements as the Council regeneration, new Property and Major Works programmes, and other schemes are brought forward in more detail, with affordability and deliverability will be a key consideration in this regard” [Para 7.7]

- 4.10 Council approved an allocation of £126,000 from the Stability and Resilience reserve at their meeting on 29 July 2021 to facilitate the design development and planning application for the Visitor Centre and Café ([RP2105](#)). This report sets out a revised cost of £60,000.
- 4.11 Members were advised that the SANG Visitor Centre elements are funded via developer contributions up to a maximum of £600,000. To date, the level of SANG contributions received is significantly behind initial expectations with material receipts not expected until 2024.
- 4.12 This report and associated appendices set out the business case for the Southwood Country Park Visitor Centre and Café. Whilst the business case sets out the financial viability of the scheme, this section of the report highlights the revenue and capital financing implications of approving this scheme.
- 4.13 The Council will need to finance the full cost of the Visitor Centre and Café as SANG contributions have not been received to date to cover the cost of the SANG elements of the scheme. There is a risk that these contributions are not received within the expected time period. An appropriate internal borrowing cost associated with this forward funding will be charged to the SANG.
- 4.14 The assumption within the financial implications is that the Council would need to undertake borrowing to support the scheme in the short-term. There is an opportunity cost to the Council financing the scheme in advance of SANG receipts. The Council’s capital programme is predominantly financed from

prudential borrowing and the overall level of external borrowing the Council is forecast to undertake to support its Capital Programme is significant. The Council currently has £102m of external debt and is forecast to increase to £154m (Treasury Management Strategy 2021/22 [FIN2014](#)) and will be revised in January 2022 to reflect the anticipated borrowing profile for the Union Yard scheme approved by Council in July 2021. Other things being equal, approval of the capital scheme can be expected to increase the forecast level of borrowing.

- 4.15 It is worth noting that there are likely to be future sources of financing that can be applied to the scheme once received but at the time of writing this report the timing and scale of receipt is uncertain.
- The Council is in contract to deliver the Union Yard scheme. As outlined in paragraph 3.8 of this report, SANG receipts of £962,526 arise prior to occupation of the Union Yard residential units. The Council has already forward-funded works associated with the establishment of the SANG and would be the first call on SANG receipts.
 - The Council will, subject to adequate SANG receipts being generated, receive a capital receipt of £1m for the land at Southwood.
- 4.16 Whilst the Council does have capital receipts available to mitigate the impact of external borrowing, these are limited and will be allocated against the wider capital programme or to use flexibly in accordance with the approved Strategy for Flexible Use of Capital Receipts. Other capital receipts are likely to be generated from the sale of surplus assets in future years.
- 4.17 Therefore, members should be mindful of the total level of borrowing undertaken to support the capital programme and the impact this may have on the affordability of the wider capital programme as it is revised over the coming months. Members will consider the Capital Programme for 2022/23 to 2025/26 in February 2022.
- 4.18 This report sets out the revised estimate for the scheme is £901,000. Therefore, members are requested to approve a capital budget of £901,000 (£301,000 in 2021/22 and £600,000 in 2022/23) to enable the scheme to be delivered as set out in the report and business case.
- 4.19 A SANG contribution of up to £600,000 is available to fund the Visitor Centre elements only. On current estimates, £491,000 will be utilised (£460,000 to complete the build and 50% contribution towards the feasibility costs i.e. £30,000).

Equalities Impact Implications

- 4.20 A draft equalities Impact Assessment has been undertaken (Appendix 4). This highlights the benefits of easy access into the building for wheelchairs and the incorporation of a “Changing Room” style toilet (an upgrade from a disabled toilet).

5. CONCLUSIONS

- 5.1 Development of a Visitor Centre and Café at Southwood Country Park is identified as a priority for Place in the Council Business Plan. A Full Business Case has been developed to determine the capital investment required to fund the Café element of the scheme and the return-on-investment that would be achieved.
- 5.2 The total project costs to complete the scheme are £901,000. Of which £460,000 (excl. £30,000 Feasibility funding) is forward funding for SANG contribution which will be repaid by 2024 and £440,000 (excl. £30,000 feasibility funding) which will be repaid through rental and revenue contributions from the Café Operator.
- 5.3 The full business case has demonstrated a 13-year return on investment model based on an initial capital investment of £470,000 (total Capital funding cost of £727,900 (£25,100 for 30 years)) and projected income of £60,000 per annum.

BACKGROUND DOCUMENTS:

CABINET REPORT NO. RP2105 - SOUTHWOOD SANG AND CAFE DEVELOPMENT

Appendix 1: Full Business Case: Southwood Country Park

Exempt Appendix 2: Café Operator Analysis & Breakdown of Estimated SANG operating costs

Exempt Appendix 3: Proposed Heads of Terms

Appendix 4: Draft Equalities Impact Assessment

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***Full Business Case –
Southwood Country Park Visitor Centre
and Cafe, Farnborough***

Contents

1	STRATEGIC OVERVIEW AND BACKGROUND	4
1.1	Project Description	4
1.2	Project Objectives and Case for Change	5
1.3	Internal and External Factors	5
1.4	Strategic Fit	5
1.5	Options Appraisal	6
1.6	Environmental Sustainability and Climate Action Considerations	6
1.6.1	Waste	7
1.6.2	Energy / insulation	7
1.6.3	Operations	7
1.7	Equality and Diversity Impact Assessment	7
2	ECONOMIC CASE	9
2.1	Economic Appraisal	9
2.2	Additional Benefits	10
2.3	Value for Money	10
3	FINANCIAL CASE	12
3.1	Scheme Cost	12
3.1.1	Project Development Cost	14
3.1.2	Project Implementation Cost	14
3.2	Spend Profile and Funding Sources	14
3.2.1	Project Development Cost	14
3.2.2	Project Implementation Cost	14
3.2.3	Capital Spend	15
3.2.4	Revenue Spend	15
3.2.5	Total Spend (Capital and Revenue)	15
3.2.6	SANG Funding and Timing Implications	16
4	COMMERCIAL CASE	17
4.1	Operation and Financial Viability	17
4.1.1	Ongoing Maintenance Costs	18
4.2	Procurement and Legal Considerations	19

4.3	Social Value	19
5	MANAGEMENT CASE	20
5.1	Project Governance and Delivery	20
5.2	Resources	20
5.3	Programme/ Project Plan	21
5.4	Land acquisition, Planning, and other Consents	21
5.5	Stakeholder Engagement and Consultation	22
5.6	Project Assurance	22
5.7	Monitoring and Evaluation	22
6	RISKS, CONSTRAINTS, ISSUES AND DEPENDENCIES	23
6.1	Risks and Project Constraints	23
6.2	Issues	23
6.3	Dependencies	24
7	RECOMMENDATIONS AND NEXT STEPS	25
7.1	Summary	25
7.2	Recommendations	25
7.3	Conclusion	25

1 Strategic Overview and Background

This business case is organised around a five-case structure designed to systematically ascertain that each investment proposal:

- i is supported by a compelling case for change – the ‘strategic case’
- ii optimises value for money – the ‘economic case’
- iii is commercially viable – the ‘commercial case’
- iv is financially affordable – the ‘financial case’, and
- v is achievable – the ‘management case’.

1.1 Project Description

In 2017, Cabinet resolved that Southwood Golf Club be closed to provide Suitable Alternative Natural Greenspace (SANG) in order to create natural open space and to mitigate the impact of new housing on the Special Protection Area (SPA). The new SANG would be called Southwood Country Park and the creation and management of the SANG would be funded through developer contributions.

Officers have been working with the Portfolio Holders and Deputy Leader to consider options for the former Golf Club buildings to include a visitor centre, toilets, ranger’s office, and education space, funded through developer contributions. There is an available funding pot of £600,000 for delivery of the SANG-related accommodation.

Several iterations of a design concept have been considered, culminating in a scheme which demonstrates that it is possible to deliver the SANG-related accommodation within the available £600k SANG contribution.

There is an aspiration to enhance this with a café. This element would not be funded by developer contributions as it is not an eligible cost and therefore any capital investment would be based on a business case which demonstrates the return-on-investment for this aspect.

The return-on-investment model is based on a 5% per annum return on capital investment (i.e., 20 year pay back). Work has been undertaken to understand the costs of developing the wider scope of the project and this Full Business Case provides the rationale for progressing the café build as part of the overall scope for delivery.

Soft market testing has been undertaken with several Café Operators including two with experience of running facilities in Country Parks to understand the financial model and viability of the investment. The most experienced operator that we engaged with advised that, in order to ensure the quality of the provision and offer and to secure a long-term relationship with a provider, a turnover-based rent will be necessary.

Following a process where a number of café operators were invited to submit bids a total of 8 bids were received. Analysis of the bids has been undertaken covering several factors including; reputation, experience & credibility, financials (rent and income projections), depth and quality of submission. This has enabled a full business case to be modelled.

The scope of the full business case only includes work required to progress an operational café/visitor centre and does not include other activity related the site development, for example, paths for the east side, a children's play park or a road crossing.

1.2 Project Objectives and Case for Change

The creation of Southwood Country Park is a significant amenity for residents across the Borough and has already attracted considerable visitor numbers without any facilities. There is an aspiration to maximise visitor numbers and enhance the visitor experience by offering a high-quality café on the site subject to business case.

There are several SANG/SPA facilities which have a similar offer who have seen a significant uptake in visitor numbers following investment in an on-site café and an overall enhancement to the value of the local amenity.

There is already funding for the SANG facilities which means that there is an opportunity to achieve better value for money by developing the café at the same time in a single building and let this to an experienced operator.

1.3 Internal and External Factors

The project will deliver significant community benefit for users across the Borough. The site is already widely used by dog-walkers and other users.

There is significant Member support for the delivery of the scheme.

1.4 Strategic Fit

Development of a Café and Visitor Centre at Southwood Country Park is identified as a priority for Place within the 'Council Business Plan 2021-2024 documented and agreed in June 2021. Specifically, it aligns with key objectives that include;

- Mitigating against climate change by implementing carbon neutral and sustainable schemes
- Maintaining financial resilience and generating additional ongoing income streams for the council
- Continue to develop parks and playgrounds that support the well-being of local residents

1.5 Options Appraisal

A number of options were presented in the outline business case. In summary, these included:

- Demolish existing building and leave the site cleared
- Refurbish the existing (former golf club) buildings with a residential dwelling
- Refurbish the existing (former golf club) buildings without a residential dwelling
- Demolish the existing buildings and construct brand new Visitor Centre and café

Detailed analysis of these options can be found in the outline business case document. The preferred option by the Council was to refurbish the existing building to create a new café/visitor centre without a residential dwelling.

The rationale behind this decision included the overall cost position as well as environment considerations, for example, reuse of the existing buildings means that the Council can minimise the carbon impact.

The scheme has not changed since the outline business plan proposals. The visitor centre will offer a cafe, a ranger's office, education space and new Changing Places accessible public toilets. There will be indoor and outdoor seating areas, a covered outdoor space, and disabled parking at front of the centre.

Plans for other facilities in and around the café and visitor centre include a children's play area and a dog wash, although costs for these are not included within this business case.

1.6 Environmental Sustainability and Climate Action Considerations

Environmental sustainability has been considered throughout the design phase. Where possible, all labour and material will be sustainably sourced.

The following elements are being reviewed as part of design and build as well as ongoing operations:

1.6.1 Waste

All waste arising from the site both through strip out and construction will be recorded and recycled where appropriate

1.6.2 Energy / insulation

The new building will predominantly run “off grid”, it is proposed that it will receive the majority of its electricity from solar energy, heating via a combination of ground source heat pump and regenerated extraction energy.

Rainwater harvesting will be used to provide water for toilet flushing and the dog wash facility, which will include solar powered pumps. It is intended that a storage tank will be located beneath the disabled parking bays.

The new roof surfacing will green using either moss or a similar CO2 high absorbing natural material.

The building structure will be upgraded to include improved wall and roof insulation replacement windows with reflective triple glazed glazing. A register of material source and its environmental credentials will be retained throughout the build in line with industry standards, every effort will be made to ensure the green credentials of the site are maintained.

All lighting will be low energy with sensor switches in rooms where irregular use takes place, for example, toilets.

1.6.3 Operations

Without gas, there is an expectation that the cafe operator will use low energy electrical appliances.

Implementation of an extraction heat recovery system will enable to be recycled into room and water heating. An emphasis on waste and recycling including food waste has been discussed with potential café operators with a recommendation that they should sign up to food recycling website or app

1.7 Equality and Diversity Impact Assessment

The proposed scheme will meet equality and diversity considerations by:

- Ensuring that the new café/visitor centre is fully DDA compliant
- Inclusion of a “changing places” fully accessible toilet/washroom *

There are no known Equalities Impact Implications arising from this report.

*A funding application to support this was made but ultimately unsuccessful. However it was felt that this would significantly enhance the offer at the Country Park and increase accessibility and user numbers.

2 Economic Case

2.1 Economic Appraisal

The estimated costs of building the café and visitor centre are as follows:

- Café £ 440,000
- Visitor Centre £ 461,000
- Total Costs £901,000

The costs for the visitor centre are slightly higher than the café due to an increased footprint and larger roof space and inclusion of the toilet facilities.

These costs include all build costs and fees and a 30% contingency on material costs, which are currently increasing due to the knock-on impacts of COVID. These costs have decreased from the estimated £1,074,000 that were produced in the outline business case. The saving can be attributed to delivering the project in house rather than via a third-party main contractor. Also, the project has strived to utilise as much of the existing building as possible to reduce costs.

A SANG contribution of up to £600k is available to fund the Visitor Centre elements only. On current estimates £491,000 will be utilised including a 50% - £30,000 - contribution to feasibility costs. The total cost to the Council will therefore be the £440,000 for the café plus a £30,000 contribution to feasibility costs, a total of £470,000 to be funded from Council resources / borrowing.

At current estimated borrowing rates, the cost would be fixed at 2% over a period of 30 years with MRP estimated at £15,700 pa and interest of £9,400 pa

In order to achieve a pay back over a maximum of 30 years and a 5% return on initial investment of £470,000 the project would require an income stream of approximately £23,500 per annum for 20 years.

Based on soft market testing it has been established that most Country Park operators consider the provision of a café on added amenity value terms rather than business case viability. Accordingly, there are no external benchmarks available. However, we have established that the café at Heather Farm in Horsell has been let on terms which provide for a base rent of £12,000 pa plus a further contribution based on 5% of turnover.

As can be seen in Section 3 the estimated annual income, based on responses received during the marketing campaign, would be around £65,000 per year once the café is established. Based on an average of £60,000 per year total income the payback period

would be reduced to approximately 13 years. The payback period is the number of years taken for the gross income received to match the capital outlay.

The return on investment is c7.7%. This measures in percentage terms, the amount of return on a particular investment, relative to the investment's cost.

If the borrowing requirement was over 40 years, the minimum revenue provision would be £11,750 and interest would remain at £9,400. Therefore, the total capital funding payment equates to £21,150 per year. This is a reduction of £3,950 per year compared to a borrowing requirement over 30years.

The build cost estimate excludes fit out costs and any additional infrastructure costs required by the SANG manager and Café Operator. It has been confirmed that these costs will be funded directly by the operator.

2.2 Additional Benefits

Based on discussions with other Country Park operators, the addition of a Café offers additional benefits to users of the facility enhancing the offer. These include:

- Increasing the length of time people spend at the SANG
- Attracting more visitors and different types of users/ age groups
- Enhancing visitor experience
- Creates a community meeting space and enables other activities to take place in the park
- Likely to attract users other than those visiting the park e.g., informal meetings, morning coffee stop etc.

The addition of a café and visitor centre will also create employment opportunities in the local area. These will include:

- Short-term construction jobs during the duration of the build
- Long-term jobs within the café/visitor centre to support day to day operations

2.3 Value for Money

The total costs of the project have decreased from the estimated £1,074,000 that were produced in the outline business case to approximately £901,000 currently. In addition, the feasibility costs initially expected to be around £126,00 are now estimated at £60,000. The saving can be attributed to delivering the project in house rather than via a third-party main contractor. Also, the project has striven to utilise as much of the existing building as possible to reduce costs.

The estimated pay back of the project costs were anticipated to be around 20 years at a Return on Investment (ROI) of 5%. Based on the latest projections of costs and income generation the project will achieve pay back within 13 years at a ROI of approx. 7.7%

3 Financial Case

3.1 Scheme Cost

Following the approval of the Outline Business Case funding of £126,000 was approved to complete a Feasibility Study on the design and build concept of the Café and Visitor Centre.

It is now anticipated that due to efficiencies in the procurement and delivery of the feasibility study that an amount of £60,000 will be expended on the study resulting in a saving of £66,000 on the original estimate.

As part of the feasibility study, the café and visitor centre architectural designs have been completed and shared with members for review and approval. The designs, along with a series of land and building surveys have enabled further cost analysis to be undertaken.

The estimated costs of building the café and visitor centre are as follows:

- Café £ 440,000
- Visitor Centre £ 461,000
- Total Costs £901,000

These costs include all build costs and fees and a 30% contingency on material costs, which are currently increasing due to the knock-on impacts of COVID. A full breakdown is outlined in the table below:

	Cafe	Visitors Centre
Building control fees	£280	£280
Structural designs	£1,270	£1,270
Site set up/welfare	£12,500	£12,500
scaffolding	£14,000	£14,000
Remove Chimney	£571	
External cladding	£25,000	£45,000
Roofing inc. green covering	£15,500	£19,500
Roof Insulation	£3,500	£6,000
Windows and doors	£45,000	£35,000
Structural beams openings	£2,500	£2,500
Internal first fix	£6,000	£6,000
Electrics	£25,000	£23,000
Plumbing	£15,000	£20,000

Internal 2nd fix	£53,000	£50,000
Security	£12,000	£12,000
Green energy	£50,000	£50,000
Landscape	£42,000	£42,000
	<u>£323,121</u>	<u>£339,050</u>
30% contingency	£96,936	£101,715
	<u>£420,057</u>	<u>£440,765</u>
Sub Total	<u>£420,057</u>	<u>£440,765</u>
Internal Labour Costs	£20,000	£20,000
TOTAL	<u>£440,057</u>	<u>£460,765</u>

A SANG contribution of up to £600k is available to fund the Visitor Centre elements only. On current estimates £491,000 will be utilised including a 50% - £30,000 - contribution to feasibility costs. The Council will need to forward fund this element as SANG contributions are profiled to be received over the next 18 months. The internal borrowing cost associated with this forward funding will be re-charged to the SANG.

The costs for the visitor centre are slightly higher than the café due to an increased footprint and larger roof space and inclusion of the toilet's facility.

The total net funding requirement from the Council therefore equates to £901,000.00 of which approximately £440,000 will be repaid through revenue from the Café and £460,000 from SANG contribution once received.

Detailed costs and funding requirements are shown below:

		CAFE	Visitors Centre		TOTAL
Estimated Build Costs		£323,121	£339,050		
30% contingency		£96,936	£101,715		
Total		£420,057	£440,765		
Fees (Council)		£20,000	£20,000		
		£440,057	£460,765		£900,822

The estimated build costs include supplier costs, professional fees (e.g. architects and building control), materials, security, and management fees. However, they exclude:

- Café fit-out costs (these will be funded by the operator)
- Specific infrastructure required by the SANG Manager and Café Operator
- The cost of ancillary retail kiosk units

3.1.1 Project Development Cost

Item	2021/22		2022/23		2023/24		2024/25	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Feasibility	60,000							
Total	60,000							

3.1.2 Project Implementation Cost

Capital Elements

	21/22	22/23	23/24	24/25	Total (cumulative)
Visitor Centre	161,000	300,000			461,000
Cafe	140,000	300,000			440,000
Total	301,000	600,000			901,000

Total (Capital and Revenue)

	21/22	22/23	23/24	24/25	Total (cumulative)
Total	361,000	600,000			961,000

3.2 Spend Profile and Funding Sources

3.2.1 Project Development Cost

	21/22	22/23	23/24	24/25	Total
Feasibility approved budget	60,000				60,000
Total	60,000				60,000

3.2.2 Project Implementation Cost

	21/22	22/23	23/24	24/25	Total
SANG	161,000	300,000			461,000
Council Borrowing	140,000	300,000			440,000

<i>Total</i>	<i>301,000</i>	<i>600,000</i>			<i>901,000</i>

3.2.3 Capital Spend

	<i>21/22</i>	<i>22/23</i>	<i>23/24</i>	<i>24/25</i>	<i>Total</i>
<i>SANG</i>	<i>161,000</i>	<i>300,000</i>			<i>461,000</i>
<i>Council Borrowing</i>	<i>140,000</i>	<i>300,000</i>			<i>440,000</i>
<i>Feasibility</i>	<i>60,000</i>				
<i>Total</i>	<i>361,000</i>	<i>600,000</i>			<i>961,000</i>

3.2.4 Revenue Spend

	<i>21/22</i>	<i>22/23</i>	<i>23/24</i>	<i>24/25</i>	<i>Total</i>
<i>Total</i>					

3.2.5 Total Spend (Capital and Revenue)

	<i>21/22</i>	<i>22/23</i>	<i>23/24</i>	<i>24/25</i>	<i>Total</i>
<i>SANG (inc. 50% of Feasibility costs)</i>	<i>191,000</i>	<i>300,000</i>			<i>491,000</i>
<i>Council Borrowing</i>	<i>140,000</i>	<i>300,000</i>			<i>440,000</i>
<i>Feasibility – Council funded (50%)</i>	<i>30,000</i>				<i>30,000</i>
<i>Total</i>	<i>361,000</i>	<i>600,000</i>			<i>961,000</i>

Note: Of the £961,000 total costs a sum of £126,000 is already approved within the Capital Programme so an additional £835,000 would be required to be approved. Of this £491,000 would be funded by the SANG contribution leaving an additional £344,000 to be funded from the Council borrowing requirement.

The total Capital costs and funding implications are shown below:

		CAFE	Visitors Centre		TOTAL
Feasibility (SANG)			£ 30,000		£30,000
Feasibility (Council)		£30,000			£30,000
Estimated Build Costs		£323,121	£339,050		
30% contingency		£96,936	£101,715		

Total		£450,057	£470,765		
Fees Council		£20,000	£20,000		
		£470,057	£490,765		£960,822
SANG Contribution			-£490,765		-£490,765
Net Cost to the Council					£470,000*
Interest @ 2% per annum					£9,400
MRP - 30 Years					£15,700*

*Rounded

- Borrowing Costs for the £470,000 equate to the following annual charges based on a 30 Year payback model. (MRP)
- Annual Cost from year after build completion = £15,700
- Interest charges @2% per annum = £9,400
- Total annual financing charges amount to £25,100 per annum

3.2.6 SANG Funding and Timing Implications

The SANG Visitor Centre elements are funded via developer contributions up to a maximum of £600,000.00. This money has not been received by the Council due to delays in development. It was originally anticipated that a substantial proportion of this funding would be received in 2022/23. However, the Union St development that will contribute £962,525.80 of the SANG funding is now due to be occupied in 2024 prior to which the SANG payment must be made.

The Council will need to forward fund this element as SANG contributions are profiled to be received over the next 18 months. The internal borrowing cost associated with this forward funding will be re-charged to the SANG.

Currently £59,701 from another development has been received with a further £84,499 expected in the current financial year. Further allocations and receipts are expected between now and 2024 on smaller developments, totalling £266,440. The total of all these receipts is £410,640. These SANG payments must fund not only SANG accommodation but also the environmental improvement, management, and maintenance of the park. Therefore, the funding of the SANG visitor centre elements are likely to require a significant element of forward funding until 2024.

4 Commercial Case

4.1 Operation and Financial Viability

The property team marketed the availability of the cafe and invited rental offers through several channels.

Twenty-one parties responded to the marketing campaign and eight bids were received from potential operators indicating the rent they would offer, and, in some cases, the likely turnover expected from operations.

The Council will receive the full rental income and a 5% contribution of total annual turnover, after allowing for any rent-free period requested by the operators.

The following analysis is based on the preferred bidder's offer.

	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7	Yr8	Yr9	Yr10
Total	-48000	-53000	-54750	-56600	-58500	-61800	-63300	-64800	-64800	-64800

Based on annual rental and 5% contribution from total turnover the estimated income would amount to approximately £48,000 in the first full year rising to £65,000 by year 9 after allowing for a CPI rent increase on review in Year 6.

	Yr 0	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7	Yr8	Yr9
	Part Year *									
Financing Charges – 30 years	6300	25100	25100	25100	25100	25100	25100	25100	25100	25100
Total Income	-23500	-48000	-53000	-54750	-56600	-58500	-61800	-63300	-64800	-64800
Net surplus / deficit after financing	-17200	-22900	-27900	-29650	-31500	-33400	-36700	-38200	-39700	-39700

(*Part year has been assumed to be 66%)

The full financial effects of funding the building costs of the café and the income from the operator result in a revenue contribution of £22,900 in the first full year rising to £39,700 by year 10.

On a total Capital funding cost of £753,000 (£25,100 * 30 yrs.) the payback period would equate to approximately 13 years with income estimated at an average of £60,000 per year.

In addition, other potential sources of income have yet to be explored which could include the following and further increase the commercial opportunity for the Southwood SANG:

- Seasonal kiosk retail units close to the visitor centre
- Hiring of the visitor centre space with catering options
- Hiring of the penned area for dog users/ dog training
- Alternative uses of the Bungalow / storage area.

4.1.1 Ongoing Maintenance Costs

The café lease will incorporate a service charge mechanism through which the café operator will be charged a due proportion of cleaning, maintenance, and external decorations.

The balance of the remaining costs will be shared by the SANG operator and potentially, a small element to be met by the council, as Landlord.

The potential running costs of the Visitor Centre and Café have been assessed and are approximately £38,000 p.a. The exact allocation of costs will form part of finalising the lease negotiation and needs to be balanced with ensuring the assumed rent is achieved.

The breakdown of the costs and assumptions is included in the table below. However, the modelling of the SANG has been reviewed and can accommodate an annual cost of up to the full c.£38,000 p.a.

	<u>SUB TOTAL</u>
Business Rates *	£10,000
Cleaning	£20,000
WiFi	£1,200
Utilities **	£350
CCTV, Fire Alarm, Legionella etc	£355
Insurance	£4,000
Maintenance	£2,000
TOTAL	£37,885

*This is based on discussion with Revenues and allows for an increased value considered likely

**The design includes PV and Ground Source Heat Pumps so the utility costs assume service charge and a contingency in case the occasional draw on mains exceeds the feed in tariff

4.2 Procurement and Legal Considerations

Delivery of the project will be led by Principal Engineer, John Trusler, with client-side oversight and the Council acting as lead contractor, appointing the relevant design and delivery team as required. Procurement of the various works packages will be carried out in accordance with council procurement rules and is likely to involve use of frameworks as well as traditional tendering and evaluation.

A detailed construction procurement strategy and programme will be developed as part of the next stage of delivery. This will mainly be through existing frameworks however specialist suppliers will be required for certain elements, and these may require more detailed procurement processes to be adopted.

4.3 Social Value

The creation of Southwood Country Park is a significant amenity for residents across the Borough and has already attracted considerable visitor numbers without any facilities. There is an aspiration to maximise visitor numbers and enhance the visitor experience by offering a high-quality café on the site subject to business case.

There are several SANG/SPA facilities which have a similar offer who have seen a significant uptake in visitor numbers following investment in an on-site café and an overall enhancement to the value of the local amenity.

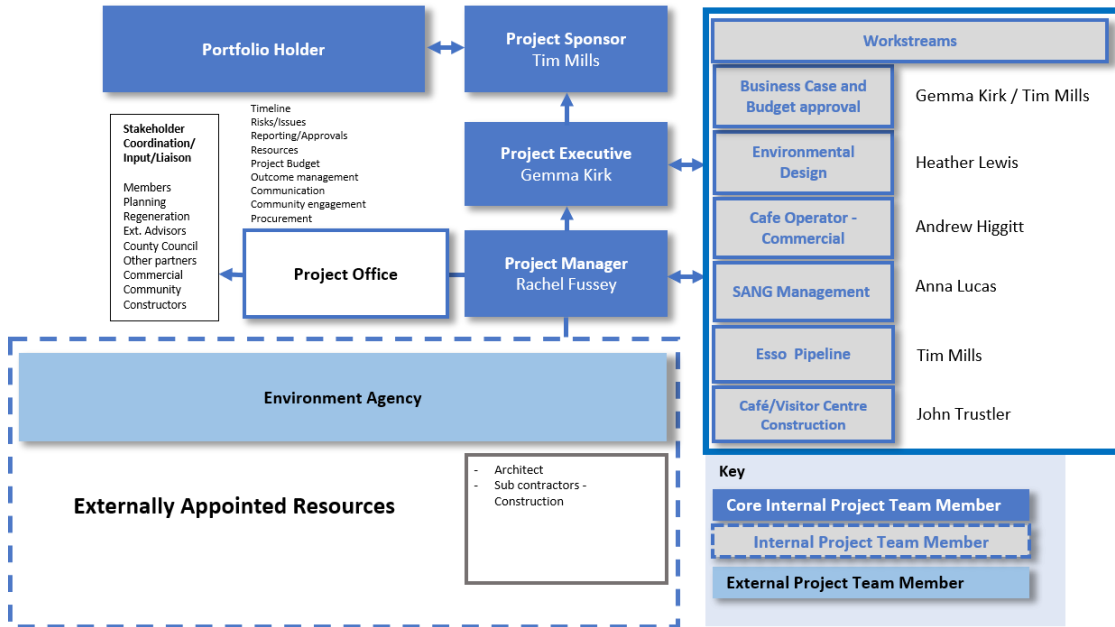
The project will deliver significant community benefit for users across the Borough. The site is already widely used by dog-walkers and other users, once permanent facilities are in place, we are confident, based upon the success of similar facilities elsewhere, that user numbers will increase, and that the facility will attract a range of users.

The addition of a Café offers additional benefits to users of the facility enhancing the offer. These include:

- Increasing the length of time people spend at the SANG
- Attracting more visitors and different types of users/ age groups
- Enhancing visitor experience
- Creates a community meeting space and enables other activities to take place in the park
- Likely to attract users other than those visiting the park e.g., informal meetings, morning coffee stop etc.

5 Management Case

5.1 Project Governance and Delivery



5.2 Resources

Role	Name
Sponsor	<i>Tim Mills</i>
Project Executive	<i>Gemma Kirk</i>
Project Manager	<i>Rachel Fussey</i>
Project office support	<i>Charlie Heavens</i>
Internal Technical (Surveyor)	<i>John Trusler</i>
Finance Lead	<i>Steve Ward</i>
Legal Lead	<i>Julia Hutley-Savage</i>
Property Lead	<i>Paul Brooks</i>
Commercial Lead	<i>Andrew Higgitt</i>
Procurement Lead	<i>John Trusler with support from Procurement Department (Portsmouth Council)</i>

5.3 Programme/ Project Plan

<i>Deliverable/ Milestone</i>	<i>Date</i>
ELT approval to progress scheme delivery and capital budget allocation subject to Cabinet approval	<i>27th October 2021</i>
Cabinet Approval to progress scheme delivery and capital budget allocation	<i>16th November 2021</i>
Council Approval	<i>2nd December 2021</i>
Full Planning Submission	<i>26th November 2021</i>
Planning approval	<i>19th The January 2022</i>
Sub-Contractors Appointment	<i>21st January 2022</i>
Café operator (Agreement for Lease)	<i>31st January 2022</i>
Construction Completes	<i>25th July 2022</i>
Café Operational (12 week fit out)	<i>1st October 2022</i>

5.4 Land acquisition, Planning, and other Consents

Planning for the café and visitor centre will be submitted end November following public consultation which is taking place from 18th October to 12th November.

The planning submission will include the designs for the new café/visitor, design and access statement and a summary of the consultation and responses provided. The architects will be responsible for undertaking the full submission with all appropriate documents.

An Agreement for Lease will be entered into with the café operator, through which the operator will contract to lease the café on completion of construction and handover. Based on a full commercial lease, the café operator would be fully responsible for the running and maintenance costs associated with that part of the building. VAT will be included in the lease agreement with the café operator.

5.5 Stakeholder Engagement and Consultation

Status meetings are held with Counsellor Martin Tennant every 3 weeks in his role as Major Project and Property Portfolio Holder.

Discussions have been undertaken with the Member Steering Group, plans have been shared and feedback incorporated.

Southwood Ward councillors have also seen and agreed the scheme proposals.

5.6 Project Assurance

Regular project updates are provided to the Property Programme Board in the form of a monthly status highlight report. When necessary and on an exception basis, issues are escalated through this route.

Fortnightly project meetings are undertaken with the full project team.

5.7 Monitoring and Evaluation

Project spend will be monitored and reported via Monthly Highlight Report to Property Programme Board.

The technical team responsible for delivery of the proposed scheme will be subject to quality assurance and delivery sign off. All invoices will be reviewed prior to approval.

The café operator procurement process will be managed by the Property Team and normal governance procedures will apply.

6 Risks, Constraints, Issues and Dependencies

A detailed Risk and Issues register is maintained within the full project documentation. A summary of the key Risks is provided below:

6.1 Risks and Project Constraints

Risk	Probability	Impact	Mitigation
The projected income is based on a % of turnover so cannot be guaranteed as there is a risk that the Café will not achieve the turnover projected in the business case.	L	H	Based upon the soft market testing this risk is low due to the visitor numbers already using the Park as well as Southwood Woodland who would also access the Café.
At the moment there is no pedestrian crossing between at Ively Road between the two park areas, which may deter the public as potential café customers.	M	M	Options are being explored and any potential crossing is subject to approval by Hampshire County Council as the highway authority.
The government granted a Development Consent Order in October 2020 for the Southampton to London Pipeline Project ('Esso pipeline') that will replace 90km of aviation fuel pipeline. Part of the new pipeline crosses the western and eastern sections of the park. Work affecting the park is expected to take place between May and October 2022. If this work is delayed, it may impact footfall around the SANG and the café.	M	M	The project team are working with Esso to continuously review and understand timescales so that any mitigating actions can be implemented
Following Covid, there is a shortage of key materials and consequently costs are rising.	H	M	Contingency has been allocated within the proposed costs.
The substantial developer contributions which will fund the development of the SANG Visitor Centre have been delayed until 2024 and there remains the risk that there could be further delay	M	H	The Council will need to forward-fund this element if the project proceeds.

6.2 Issues

- No known issues at the time of writing this report

6.3 Dependencies

- Appointment of preferred café operator and legal position with respect to the lease agreed between both parties
- Fit out of the café is to be undertaken by the café operator who will cover all associated costs, this will form part of the letting terms negotiation.
- Approval of café/visitor designs by Rushmoor Borough Council planning office (Due Jan 2022)

7 Recommendations and Next Steps

7.1 Summary

Delivery of a Café and Visitor Centre at Southwood Country Park is identified as a priority in the Council Business Plan.

The total project costs to complete the scheme are £901,000. Of which £460,000.00 is forward funding for SANG contribution which will be repaid by 2024 and £440,000.00 (excl. £30,000 feasibility funding) which will be repaid through rental and revenue contributions from the Café Operator.

This business case has demonstrated a 13-year payback on borrowing based on an initial capital investment of £470,000.00 (*£440,000.00 + £30,000 feasibility*) and projected income of £60,000 p.a.

7.2 Recommendations

Approve release of a further £374,000 to be funded from the Council's Capital Programme, in financial year 2021/22 for the detailed design and delivery of the Café and Visitor Centre. Of the £126,000 which has previously been approved as part of the Feasibility Study, only £60,000 is expected to be spent, leaving £66,000 available to fund the remaining scheme.

7.3 Conclusion

Work has been undertaken to understand and establish the return-on-investment model for the development of a Café facility as part of Southwood Visitor Centre. Based purely on income generation, this business case outlines a 13-year payback period for an investment based on a total Capital funding cost of £727,900 ($£25,100 * 30 \text{ yrs.}$) with income estimated at an average of £60,000 per year.

The scheme is identified as a deliverable within the Council Business Plan and will add significant amenity value to the facility for the Borough.

Subject to full business case approval, the project team will proceed to detailed design, delivery and implementation of the refurbished café and visitor centre.

<i>Project Approval (Board Decision)</i>	<i>Programme Board</i>
<i>Date</i>	<i>27th October 2021</i>

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Full Equality Impact Assessment

Guidance Notes

As a public sector organisation, we have a legal duty (under the Equality Act 2010) to show that we have identified and considered the impact and potential impact of our activities on all people with 'protected characteristics'.

This applies to policies, services and our employees. The level of detail of this consideration will depend on what you are assessing, who it might affect, and how serious any potential impacts might be. We use this Equality Impact Assessment (EIA) template to complete this process and evidence our consideration. The EIAs analyse how all our work as a council might impact differently on different groups, help us make good decisions and evidence how we have reached these decisions.

When to complete an EIA:

- When planning or developing a new service, policy or strategy
- When ending or substantially changing a service, policy or strategy
- When there is an important change in the service, policy or strategy, or in the borough, or at a national level (eg: a change of legislation)

Do you need to complete an EIA? Consider:

- Is the policy, decision or service likely to be relevant to any people because of their protected characteristics?
- How many people is it likely to affect?
- How significant are its impacts?
- Does it relate to an area where there are known inequalities?
- How vulnerable are the people (potentially) affected?

If there are potential impacts on people but you decide not to complete an EIA it is usually sensible to document why.

Equality Impact Assessment Template

Title of EIA	Southwood Country Park - Business Case for Repurposing of Buildings
Date of EIA	01/11/21
Department/Service	Property
Focus of EIA	As part of the Southwood Country Park development the Council is looking to repurpose the existing buildings to accommodate a visitor centre, toilets, rangers' office, and education space. Subject to approval of a business case it is also proposed to use part of the existing structure as a café.

1.Previous EIA and outcomes What actions did you plan last time and what improved as a result? (If there is no previous EIA write Not applicable)
N/A

2.Equality analysis and potential actions Assessment of overall impacts on those with the following protected characteristics and what potential actions could be undertaken to mitigate impact.					
	Positive	Neutral	Negative	What are the positive and negative impacts?	How will benefits be enhanced and negative impacts minimised or eliminated?
Age		Y			
Disability	Y			Changing places facility to be provided. Other facilities to be DDA compliant e.g. wide doorways, ramps provided	
Gender Reassignment			Y	No specific Gender neutral toilet provided	
Marriage or civil partnership		Y			

Pregnancy or maternity	Y			Baby changing facilities to be provided	
Race		Y			
Religion or belief		Y		Will depend on menu provided by cafe	
Sex		Y			
Sexual orientation		Y			

4.Consultation & community feedback

What consultation has taken place or will take place with each identified group?

Age	A public planning consultation event has taken place online and face to face at the site. This provides the opportunity for feedback to be given directly to the council.
Disability	
Gender Reassignment	
Marriage or civil partnership	
Pregnancy or maternity	
Race	
Religion or belief	
Sex	
Sexual orientation	

5. We understand the Council requires this Equality Impact Assessment and we take responsibility for its completion and quality.

Completed by: name and role	Rachel Fussey Property Project Manger	Date 1 st November 2021
Signed off by: Head of Service	Paul Brooks Head of Property, Estates & Technical Services	Date 1 st November 2021

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CABINET

COUNCILLOR PAUL TAYLOR
CORPORATE SERVICES PORTFOLIO HOLDER19th October 2021

REPORT NO. LEG2104

KEY DECISION? NO

REVIEW OF LOCAL LAND CHARGES FEES**SUMMARY AND RECOMMENDATIONS:**

This report outlines background and current fees for the Local Land Charges (LLC) service and proposes a new fee scale as set out in the table in Appendix A to take effect from 1st December 2021.

Recommendation to the Cabinet that these proposed new fees are agreed to take effect from that date.

1. INTRODUCTION

- 1.1. The main purpose of this report is to seek the Cabinet's approval for the amendment of the current Local Land Charges fees from 1st November 2021. The report also provides a general update on the service.

2. BACKGROUND

- 2.1. The Local Land Charges service provides land and property information to the legal sector in the conveyancing process. Information contained in a local search will reveal any binding obligations and other information that may affect a potential purchaser. Such information is also needed on new mortgages of a property to ensure the lender is getting good security for their money. The fees and charges for the service have not been reviewed for some years and a new fee structure is essential to secure full costs recovery.

Team structure

- 2.2. Local Land Charges tends to be a small administrative service within local authorities. The team at the Council currently sits within Legal Services and has a 1.2 FTE. The time is split about 80/20 between undertaking searches and maintaining the Local Land Charges Register (LLCR) with information provided on registrable charges from relevant originating authorities.
- 2.3. Local authorities have been set a 10-day time limit by the Government to return a local search. The Council's turnaround time has reduced from 4.57 in 2017 to 3.29 in 2021.

- 2.4. The team provides an excellent service and has been shortlisted in the industry for the Local Authority Searches Team of the Year in 2021 and 2020 Awards of Excellence.

Search options

- 2.5. The main application forms for a local search are currently 'LLC1' for a land charges search and 'CON29' for a local enquiries search.
- 2.6. There are several optional additional enquiries that can be applied for using 'CON29O' form.
- 2.7. As a two-tier authority, the Council must request information relating to highways from Hampshire County Council (HCC) in order to be able to complete the local enquiries search reply ('CON29' and, where applied for, the 'CON29O'). Currently, the fee charged by HCC for each of these elements of the search is £49.20, a £1.20 increase from last year.
- 2.8. The current cost for a CON29O enquiry answered by HCC is not recovered in full by the Council.

3. DETAILS OF THE PROPOSAL

General

- 3.1. Under the Local Authorities (England) (Charges for Property Searches) Regulations 2008, local authorities may only charge on a cost recovery basis and do no more than breakeven on the Local Land Charges service over a three-year period.
- 3.2. The current costs are not recovered in full by the Council by the cost recovery model, and therefore the Council does not break even on the service.
- 3.3. Of all districts in Hampshire, the Council's fees are currently the fourth cheapest. Some have a different fee scale for residential and commercial properties. The comparison with Hampshire authorities is outlined in Appendix B.
- 3.4. It is proposed that fees are amended for the ongoing service to achieve full cost recovery. The proposed new fee scale is outlined in Appendix A.
- 3.5. It is also proposed that a new £25 collation fee be introduced for LLC staff time taken to retrieve environmental information from the archives and the disbursement costs in transferring the information to the applicant, which local authorities are able to do under the Environmental Information Regulations 2004. Currently, the Council send large format plans by post and meet any costs incurred as a result.

Alternative Options

- 3.6. No change. Fees would remain unchanged.

4. IMPLICATIONS (of proposed course of action)

Risks

- 4.1. The Council could lose business by being undercut by personal search companies (PSCs) to whom local authority-held Local Land Charges data is available without charge under the Environmental Information Regulations 2004. As a risk, however, increase in the utilisation of PSCs, which do not offer official searches, should be categorised as high impact but low likelihood.

Legal Implications

- 4.2. The Council is obliged to work within the relevant regulations to avoid any income over and above a costs recovery basis. Other than that there are no legal implications for this report.

Financial and Resource Implications

- 4.3. If fees are not increased, full cost recovery is not achieved and there will continue to be a budgetary shortfall in running the local land charges service.

Equalities Impact Implications

- 4.4. There are no equalities implications arising from this report.

5. CONCLUSIONS

- 5.1. The new fee scale is recommended to the Cabinet to be implemented from 1st December 2021 to ensure full cost recovery is achieved.

BACKGROUND DOCUMENTS: None

CONTACT DETAILS:

Report Author – Kasia Korostynska Local Land Charges Manager
Head of Service – Catriona Herbert Corporate Manager – Legal

Appendix A Current and proposed fees

Service (Current Fees)	Form	Net	VAT	Total	Service (Proposed Fees)	Form	Net	VAT	Total
Land charges search	LLC1	£36	x	£36	Land charges search	LLC1	£48	x	£48
Local enquiries search ¹	CON29	£91	£18.20	£109.20	Local enquiries search	CON29	£135	£27	£162
LLC1 extra parcel		£6	x	£6	LLC1 extra parcel		£8	x	£8
CON29 extra parcel		£9	£1.80	£10.80	CON29 extra parcel		£15	£3	£18
Optional enquiry 4, 21, or 22 ²	CON29O	£32.50	£6.50	£39	Optional enquiry 4, 21, or 22	CON29O	£55	£11	£66
Optional enquiry 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, or 20 ³	CON29O	£10	£2	£12	Optional enquiry 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, or 20	CON29O	£15	£3	£18

¹ Including the highways search fee element which is charged by HCC

² HCC elements of CON29O

³ ABC elements of CON29O

Appendix B Current fees charged by all districts in Hampshire

Hampshire	Fees for Local Search	Fees for Land Charges Search	Fees for Local Enquiries Search
<u>Southampton (unitary)</u>	£81.60	£18.00	£63.60
<u>Portsmouth (unitary)</u>	£126.00	£30.00	£96.00
<u>New Forest (residential)</u>	£136.00	£40.00	£96.00
<u>Rushmoor</u>	£145.20	£36.00	£109.20
<u>Hart</u>	£146.00	£50.00	£96.00
<u>Gosport</u>	£158.00	£28.00	£130.00
<u>Basingstoke and Deane</u>	£162.00	£42.00	£120.00
<u>Havant (residential)</u>	£173.40	£20.40	£153.00
<u>New Forest (commercial)</u>	£182.00	£50.00	£132.00
<u>Gosport Paper</u>	£187.00	£32.00	£155.00
<u>Eastleigh</u>	£189.00	£49.70	£139.30
<u>East Hampshire</u>	£193.80	£40.80	£153.00
<u>Havant (commercial)</u>	£204.00	£20.40	£183.60
<u>Fareham</u>	£210.00	£36.00	£174.00

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